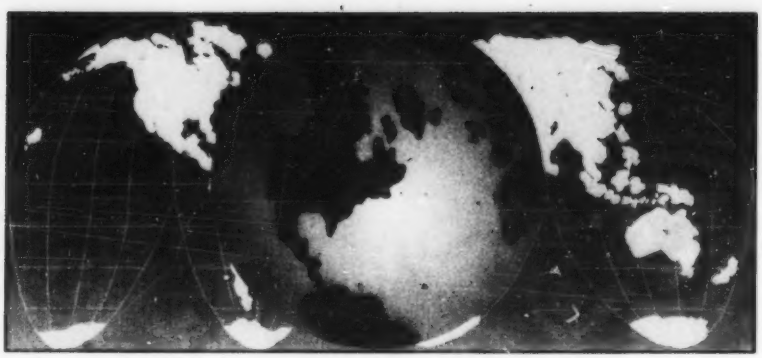

28th Annual Report

2000-2001

to March 31, 2001

Government of Alberta
2001 IPAC
Gold Award
for Innovative
Management

Alberta
INTERNATIONAL AND
INTERGOVERNMENTAL RELATIONS
... also responsible for Aboriginal Affairs

Preface

Public Accounts 2000-2001

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 18 Ministries.

The annual report of the Government of Alberta released June 2001 contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

On March 15, 2001, the government announced new ministry structures. Since the 2000-2001 fiscal year was substantially completed prior to this announcement, Ministry annual reports and financial statements have been prepared as if the restructuring took place on April 1, 2001, to provide proper accountability for the 2000-2001 fiscal year against the original business plan.

This annual report of the Ministry of International and Intergovernmental Relations contains the Ministers' accountability statement, the audited financial statements of the Ministry and a comparison of actual performance results to desired results set out in the Ministry business plan.

This Ministry annual report also includes other financial information as required by the *Financial Administration Act* and *Government Accountability Act*, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.

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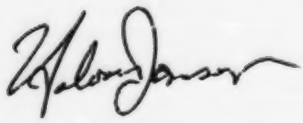
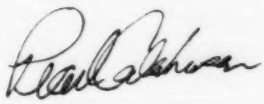
Ministers' Accountability Statement

The Ministry's annual report for the year ended March 31, 2001, was prepared under our direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 10, 2001 with material economic or fiscal implications of which we are aware have been considered in the preparation of this report.



Halvar Jonson
Minister of International and
Intergovernmental Relations



Pearl Calahasen
Minister of Aboriginal Affairs and
Northern Development

Message from Minister Jonson

In the global economy, maintaining strong relations with other countries and with other governments is more and more important. This is especially true for Alberta. One in three jobs in the province depends on international trade, so it's crucial for Alberta to be active in building relationships overseas and within North America.

International and Intergovernmental Relations played a key role in 2000-2001 to ensure Alberta maintained an active presence on the world stage and within Canada. Much of that work crossed department lines, involving support and strategic advice to other ministries.

Some of the main accomplishments of the year included: securing more health funding for the province, helping Alberta's forestry industry get prepared for the expiry of the softwood lumber agreement, undertaking missions to key trading partners in Asia, helping bring down trade barriers and other impediments between provinces, developing a clear strategy for Alberta's twinnings, pressing for liberalized trade at the international level, and building stronger relations with Montana, Idaho, and other U.S. states.

It was an exciting and productive year. Milestones were reached, foundations were built, and work continued in priority areas. Alberta has reached record export levels, up to nearly $55 billion in 2000. This achievement is certainly due in part to the efforts of this Ministry at building relations with other governments.

The performance measures contained in this report, including the 2001 results of a bi-annual client survey, demonstrate that International and Intergovernmental Relations continues to successfully meet the needs of other government departments and the private sector.

In the coming year, the Ministry will continue to improve its efforts to be an effective and valuable contributor to the province as it carries out its core businesses and objectives.

Halvar Jonson
Minister

Message from Minister Calahasen

It was another productive year with many positive results for the Ministry in the area of Aboriginal Affairs and I was honoured to serve as Associate Minister.

During the 12-month period, a coordinated provincial approach toward Alberta's relationship with Aboriginal people commenced. Alberta began to make great strides, setting the standard for provincial Aboriginal policy across Canada through the introduction of the "Aboriginal Policy Framework," the first of its kind in the nation. Concurrent with the framework was the development and introduction of the Aboriginal Policy Initiative, one of four cross-government priorities.

Strategies were developed to encourage industry, governments and Aboriginal communities to work more closely together in partnerships and joint ventures, to assist in achieving enhanced well-being and self-reliance. In addition, numerous longstanding issues were resolved with First Nations; a First Nations Gaming Policy was successfully negotiated and received cabinet approval; and a number of urban Aboriginal initiatives were undertaken, including assistance for the Amiskwaciy Academy in Edmonton and the urban initiative in Calgary.

Work also continued in several areas that advanced significant Metis projects. The inclusion of Metis children in the *Child Welfare Act* was examined; assistance was provided for the acquisition of housing units; and there was help in the area of learning.

It was a year of progress, a time of much success. I was pleased to be part of the ministry's efforts and look forward to the challenges ahead.

Pearl Calahasen
Minister of Aboriginal Affairs and
Northern Development

Management's Responsibility for Reporting

The executives of the individual entities within the Ministry have the primary responsibility and accountability for the respective entities. Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the financial statements and performance results for the Ministry rests with the Minister of International and Intergovernmental Relations and the Minister of Aboriginal Affairs and Northern Development. Under their direction, we oversee the preparation of the Ministry's annual report, including financial statements and performance results. The financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Ministers, in addition to program responsibilities, we establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly recorded so as to maintain accountability of public money;
- provide information to manage and report on performance;
- safeguard the assets and properties of the Province under Ministry administration;
- provide Executive Council, Treasury Board, the Minister of Finance, the Minister of International and Intergovernmental Relations, and the Minister of Aboriginal Affairs and Northern Development any information needed to fulfill their responsibilities; and,
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act.*

In fulfilling our responsibilities for the Ministry, we have relied, as necessary, on the executive of the individual entities within the Ministry.

Gerry Bourdeau
Deputy Minister
International and Intergovernmental Relations

Patricia Meade
Deputy Minister
Aboriginal Affairs and
Northern Development

September 10, 2001

Overview

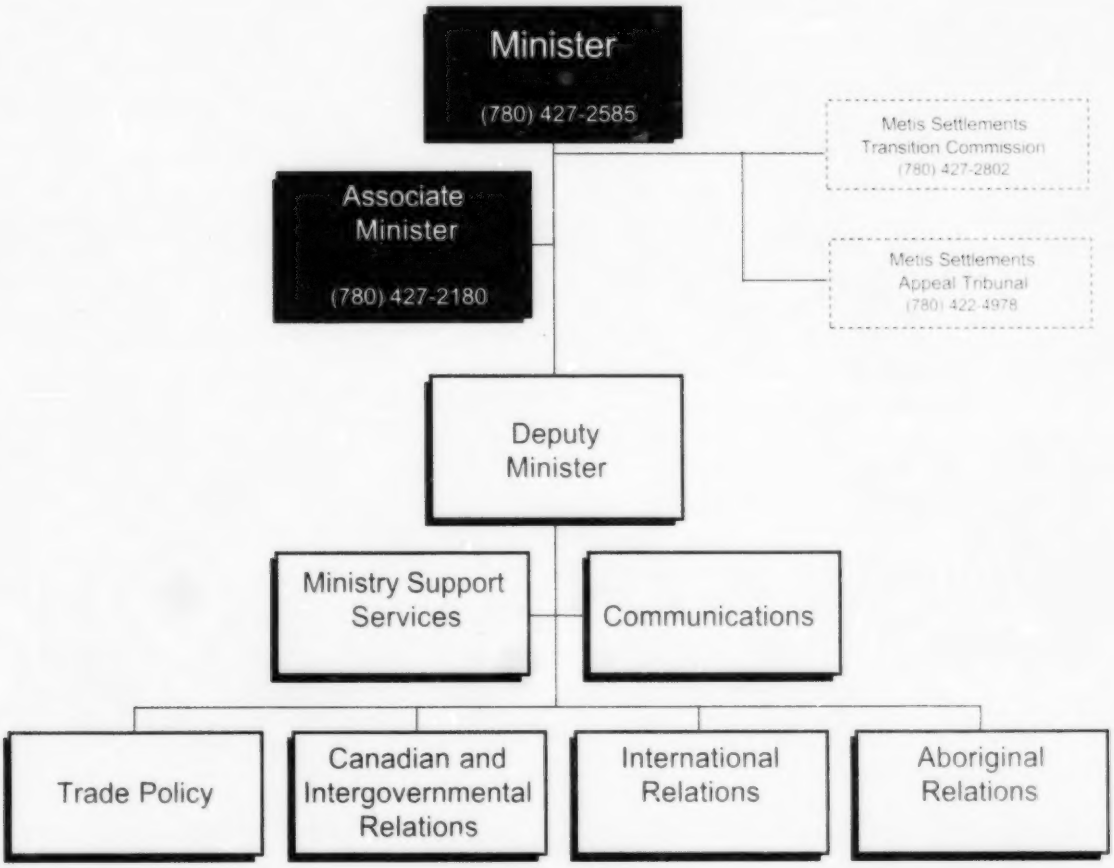
The core business of the ministry, as defined in the 2000-2003 business plan, is to provide leadership in the management of Alberta's intergovernmental and Aboriginal relations. The ministry pursued its core business by focusing on three goals:

Goal 1: To secure benefits for Alberta from strengthened international relations.

Goal 2: To secure benefits for Alberta as an equal partner in a revitalized, united Canada.

Goal 3: To support Aboriginal people and governments in achieving self-reliance and enhanced well-being.

Under each goal, the business plan identifies several key results for the Ministry to achieve.



The above organizational chart reflects the Ministry's 2000-2001 structure up until March 15, 2001 when the Ministry was restructured. The most significant change was that Aboriginal Affairs became an independent Ministry. For information about the current structure, contact either Ministry.

International and Intergovernmental Relations
(780) 422-1510
www.iir.gov.ab.ca

Aboriginal Affairs and Northern Development
(780) 415-0900
www.aand.gov.ab.ca

Ministry Sections

Sections within the Ministry:

Aboriginal Affairs
Leads the development of strategies and policies to achieve the Alberta government's goal that the well-being and self-reliance of Aboriginal people in Alberta will be comparable to that of other Albertans. Development and implementation of these strategies and policies requires close cooperation with other Alberta ministries and strategic partnerships with public, private and Aboriginal communities.

Canadian Intergovernmental Relations
The Canadian Intergovernmental Relations section works with other Alberta government departments and the federal government to ensure that Alberta's interests are represented in the Canadian federation.

International Relations
The International Relations section works with other Alberta government departments to advance Alberta's strategic international interests, to develop and advance the province's international relationships.

Trade Policy
The Trade Policy section deals with domestic and international trade and investment agreements, negotiations and disputes affecting Albertans. It pursues policies that meet Alberta's objectives of reducing trade and investment barriers.

Ministry Support Services
The Ministry Support Services section coordinates provision of financial services, human resources services, information technology, records management and administration for the ministry.

Corporate Communications
The Corporate Communications section provides a wide range of services including strategic communications planning, issues management, media monitoring and relations, and the coordination of the Internet homepage, advertising and printing services.

Entities under the Ministry:

Metis Settlements Transition Commission
The Commission was established by the Metis Settlements legislation, and is an independent corporation responsible for the successful implementation of the legislation.

Metis Settlements Appeal Tribunal
The Appeal Tribunal hears land and membership appeals between settlement members and councils.

Highlights

The following are highlights of IIR's key accomplishments during the 2000-2001 fiscal year:

- *IIR set the standard for provincial Aboriginal policy across Canada by being the first to release a comprehensive policy statement on Aboriginal relations—the Aboriginal Policy Framework.*
- *IIR helped secure $2.2 billion in federal funding over five years (more than $500 million a year by 2006) for key Alberta social programs including health care.*
- *With the Canada-U.S. Softwood Lumber Agreement expiring, IIR helped reduce Alberta's vulnerability to U.S. countervail actions on softwood lumber by working closely with other departments and Alberta's forest industry.*
- *Alberta's concerns about Montana's highway procurement process were resolved thanks to use of an Alberta-Montana informal dispute resolution mechanism.*
- *Agreements with the Metis Settlements General Council and the Peigan Nation helped forge stronger relations between the Alberta government and Aboriginal people.*
- *IIR helped plan and support key international missions to Asia and Europe to build strong relationships with other countries and to ensure Alberta's trade priorities are known.*
- *IIR took leadership at breaking down interprovincial barriers by launching a website to raise awareness about the Agreement on Internal Trade, and by communicating and consulting with hundreds of Alberta stakeholders about the agreement.*
- *An innovative new office was created in the Ministry—the International Governance Office—to coordinate the Alberta government's participation in international governance projects.*
- *IIR participated in the creation of a First Nations Gaming Policy for the province.*
- *IIR completed a comprehensive review of its Twinning Strategy.*

Goal One

To secure benefits for Alberta from strengthened international relations

Key Result: Strengthened Alberta intergovernmental relationships with key foreign economic partners.

Cross-Government Coordination

IIR continued to work closely with other ministries to ensure that the Alberta Government's international activities and initiatives were coordinated, and consistent with the "Framework for Alberta's International Strategies." The Assistant Deputy Minister's Committee on International Relations was established for this purpose. It involves ten departments, working together to ensure early identification of emerging international issues and government-wide coordination of international issues and projects. Key international initiatives during the year by IIR and other departments included a report on international offices, an International Education Strategy, an International Marketing Strategy, a review of Alberta's twinning strategy, and the establishment of Alberta's International Governance Office.

Alberta's Twinning Strategy

IIR completed a cross-government review of Alberta's twinnings or sister-province relationships in December 2000. The review clearly demonstrated the value of twinnings to the Alberta economy and identified priority areas for future activity. Over the past 20 years, Alberta entered into twinning relationships with various states or provinces around the world. These relationships lead to increased economic activity and improved relations with Alberta's international partners.

Alberta's Twinned Partners

- Gangwon, Korea
- Hokkaido, Japan
- Heilongjiang, China
- Montana, United States
- Tyumen Oblast, Russia
- Mpumalanga, South Africa
- Jalisco, Mexico
- Neuquen, Argentina
- Idaho, United States

International Governance Office

IIR established an International Governance Office in April 2000 to coordinate and manage the Alberta government's participation in international governance projects. The office worked with several Alberta government ministries (including Environment, Treasury, Learning, Resource Development, Agriculture Food and Rural Development) on international development opportunities in Ukraine, China, Russia and South Africa. One major governance project involved cooperation with a Calgary company to deliver a multi-million dollar reform of China's public sector. An International Governance Office Advisory Committee with four MLAs was established to review activities and future directions for the office.

United States Initiatives

The United States continued to be Alberta's biggest trading and investment partner in 2000-2001. IIR continued building on Alberta's positive working relationships with its U.S. neighbours and trading partners through a number of mechanisms, including U.S. state-level organizations and bilateral cooperation agreements.

More than 88% of Alberta's exports went to the U.S. in 2000 ($49 billion) a 68% increase from 1999.

Premier Klein discussed trade, transportation and border crossing issues with Governors of western U.S. states at the May 2000 Western Premiers' Conference in Manitoba. This was the second time the Governors had taken part in the conference. Thanks to Alberta's leadership, annual joint meetings are now held between western premiers and governors. This is a valuable

means of improving cross-border communication so issues can be resolved before they escalate into disputes.

In May 2000, Alberta and Idaho strengthened ties by signing a cooperation agreement. The agreement recognizes the importance of cooperative cross-border relationships and is intended to address issues before they escalate into disputes. An Alberta-Idaho task force was created with private and public sectors representatives from both sides of the border. Annual meetings will be held to identify areas of cooperation, and address emerging issues.

Of Alberta's top 20 export markets, 17 are U.S. States (as averaged from 1996 to 2000)

Alberta and Montana settled their disagreement over Montana's protectionist highway procurement legislation (Senate Bill 330) without resorting to legal appeals thanks to the informal dispute resolution process under the Montana-Alberta Bilateral Advisory Council. IIR and other ministries demonstrated to Montana that Alberta's highway construction procurement practices provided a level playing field for Montana and other foreign construction companies to bid on Alberta projects. As a result, Montana amended its legislation, and now grants Alberta companies reciprocal, non-discriminatory access to Montana projects.

Alberta's trade with Montana averages $913 million a year (1996-2000)

IIR coordinated the June 2000 meeting of the Montana-Alberta Bilateral Advisory Council meeting in Helena, Montana. The meeting highlighted areas of on-going cooperation in water management, agriculture, culture, transportation, border facilities and tourism.

Relationships with key legislators and business leaders in the U.S. were enhanced during June 2000 meetings with the Pacific Northwest Economic Region in Idaho. The meetings focused on cooperation in agriculture, transportation, tourism, cross-border mobility of professionals, and regional informal dispute resolution. Alberta's leadership in enacting reforms to this organization resulted in increased participation by members, greater focus of working groups and increased relevance of the organization.

Pacific NorthWest Economic Region

The November 2000 annual meeting of the Council of State Governments-WEST in San Diego was an opportunity to highlight Alberta's strengths and to emphasize the mutual benefits arising from cross-border cooperation, particularly in agriculture and transportation. Alberta was the first non-U.S. member of the Council.

Mexico-Latin America Initiatives

Governor Aleman from Mexico's oil-producing state of Veracruz visited Alberta in April 2000 to discuss stronger ties between Alberta and Mexico particularly given the growing continental emphasis on energy issues and the election of President Fox in Mexico. Alberta currently has a twinning agreement with the Mexican state of Jalisco.

Alberta's twinning arrangement with Neuquen, Argentina (a major oil and gas producing state) was re-focused on economic opportunities by a new agreement signed in November 2000 by Neuquen Governor Sobisch and Premier Klein. The agreement promises further cooperation between Alberta and Neuquen, particularly in education, oil and gas, and palaeontology.

Mexico is Alberta's 5th largest export market, with exports valued at $350 million in 2000

Asia-Pacific Initiatives
A mission to Japan, Korea and China in June 2000 advanced Alberta's relations with Japan, China, and Korea—Alberta's three largest overseas trade and investment partners. The mission included stops in Alberta's sister provinces in each country. IIR promoted training opportunities for Asian teachers of English, updated key Asian decision makers on Alberta's economic and political situation, and conveyed the message that Alberta is a good place to do business.

17 Alberta towns are twinned with towns in Japan.

In January 2001, Premier Klein took part in a seven-day trade mission to Hong Kong and China. On the mission, the Premier discussed the need for a direct air link between Alberta and Hong Kong, and met with companies regarding new and on-going investment opportunities in Alberta. The Premier also promoted Alberta's tourism industry, specifically Edmonton's 2001 IAAF World Championships in Athletics and the Calgary Stampede through participation in Hong Kong's Chinese New Year parade and a Stampede barbeque attended by more than 4,000 people.

Alberta welcomed the Governor of Hokkaido, Tatsuya Hori, and his delegation to Alberta in September 2000 to mark the 20th Anniversary of Alberta's twinning relationship with Hokkaido. Hokkaido and Alberta embarked on several new joint initiatives, including food processing, research and development cooperation, and a pilot program to train Hokkaido English-language teachers.

Europe, Russia, and the Middle East Initiatives
An Advisory Council on Alberta-Ukraine Relations was created in November 2000 to serve as a two-way information resource between Alberta's Ukrainian community and the Alberta Government. The Council is intended to identify opportunities for further co-operation and to look for ways to strengthen ties between the governments of Ukraine and Alberta.

There are more than 259,000 Albertans of Ukrainian descent (based on 1996 Canadian Census).

IIR continued to pursue opportunities for new initiatives with the Tyumen Oblast region in Russia (including Tyumen, Yamalo Nenets, and Khanti-Mansii). IIR coordinated a mission to the region by Minister of Transportation, Walter Paszkowski, and MLA LeRoy Johnson in September 2000 to discuss future bilateral relations with this major petroleum producing region.

Northern Forum
IIR continued to participate in The Northern Forum, a non-profit organization with 23 northern sub-national government member regions. Through its membership, Alberta was able to promote its expertise on northern development and governance to member regions. Alberta Environment actively participated in planning for a Youth Eco-Forum to be held in conjunction with the Northern Forum's 10th Anniversary and 5th General Assembly in Edmonton, Alberta in September 2001. Plans for the 5th General Assembly are being coordinated with the new Ministry of Aboriginal Affairs and Northern Development.

International Missions and Visits
IIR played a lead role in coordinating and assessing proposed Ministerial international missions. These efforts helped ensure that cross-government international travel in 2000-2001 proceeded in a coordinated and strategic manner, focusing on Alberta's priority countries. IIR developed strategic programs for more than 70 visiting delegations from 30 countries.

Translation Bureau
IIR continued to provide Alberta Government departments with high quality translation and interpretation services through contracted free-lance translators and interpreters. In addition, the department assisted professional translators and interpreters in upgrading their skills in Chinese, Spanish, French and other key languages.

Rules-based trade environments help Alberta compete in the global economy. IIR works to ensure these trading environments continue to benefit the province.

Key Result: Expanded trade liberalization and foreign market access for Albertans through international trade and investment agreements.

Trade Mission to Europe
During the Minister's September 2000 trade policy mission to Europe, IIR pressed for agricultural trade liberalization and helped increase international awareness about Alberta's international trade negotiation priorities by presenting specific proposals to international organizations and Alberta's trading partners. IIR presented these proposals for reforming rules related to anti-dumping measures on agricultural products to representatives of the World Trade Organization (WTO), the Organization for Economic Cooperation and Development, the European Union and delegations from specific European countries.

Cairns Ministerial Conference
The Minister of IIR presented Alberta's proposals for liberalized international trade and for reform of anti-dumping laws for agricultural products at the October 2000 Cairns Ministerial Conference in Banff. The Minister of IIR presented Alberta's priorities to international agricultural leaders at the conference. The conference included representatives from 15 major agricultural exporting countries seeking to cooperate on WTO agricultural negotiations.

Alberta has only nine percent of Canada's population, but accounts for more than 20 percent of Canada's primary agricultural production.

Trade Disputes
With the *Canada-U.S. Softwood Lumber Agreement* expiring on March 31, 2001, IIR helped reduce Alberta's vulnerability to U.S. countervail actions on softwood lumber by helping ensure initiatives undertaken by Alberta Environment and Alberta Sustainable Resource Development took into account the implications under the agreement. IIR also consulted with the private sector and took part in the Alberta government's information and consultation sessions to ensure Alberta's lumber industry was aware of the potential implications to their industry after the agreement expired. When the agreement expired, Alberta lumber exporters were no longer bound by the Agreement's permit fees and quotas, but were vulnerable to U.S. trade actions.

Alberta's forest industry shipments totaled $4.2 billion in 1999, and exports were about $3 billion (including wood products and pulp and paper).

IIR worked with Alberta Agriculture, Food and Rural Development to modify Alberta's dairy export regime in response to an October 1999 ruling by the World Trade Organization. The ruling indicated that Canada's dairy pricing system involved the use of export subsidies. IIR continued to defend the Alberta dairy system following a request by the U.S. and New Zealand for a compliance panel to rule on the consistency between the new provincial mechanisms and the WTO's ruling.

IIR challenged the 1980 *United States Crude Oil Windfall Profit Tax Act* and highlighted to the U.S. Ambassador to Canada the negative impact of tax credits provided to U.S. coal producers

under the Act. Alberta also submitted comments to a U.S. Internal Revenue Service investigation of this matter initiated in November 2000. A ruling on Alberta's challenge is expected to follow.

NAFTA Implementation

IIR helped ensure Alberta continues to respect the terms of the North American Free Trade Agreement (NAFTA) and its side agreements, the *North American Agreement on Environmental Cooperation* and the *North American Agreement on Labour Cooperation*. IIR worked with Alberta Environment and Alberta Human Resources and Employment to ensure the provisions of the NAFTA side agreements are respected and that Alberta's interests were reflected in Canada's overall approach to the side agreements.

Since NAFTA was introduced, Alberta's export goods to all foreign countries rose by 240 percent or more than $54 billion.

IIR also participated with the federal government in developing Canada's approaches to clarifying NAFTA's investor-state dispute resolution process. As well, IIR provided input to the federal government about cases involving Canada under NAFTA's investor-state provisions. In addition, the department provided advice and assistance to Alberta Learning regarding the exemptions of the education sector from NAFTA obligations.

CTRADE

IIR helped promote dialogue on international trade policies affecting Alberta by participating in the federal-provincial-territorial committee of officials responsible for trade policy (CTRADE). Through these discussions, IIR helped influence Canada's position on:

- WTO services (General Agreement on Trade in Services) and agriculture negotiations;
- FTAA negotiations on government procurement provisions;
- the environmental and labour cooperation side agreements being negotiated as part of a bilateral trade agreement between Canada and Costa Rica;
- the aspects of the Canada-European Union wine negotiations which impact upon Alberta's jurisdiction over liquor boards; and,
- the implementation of the *Cartagena Protocol on Biosafety* ensuring that the agreement does not become a barrier to international trade, particularly for Alberta's agricultural sector

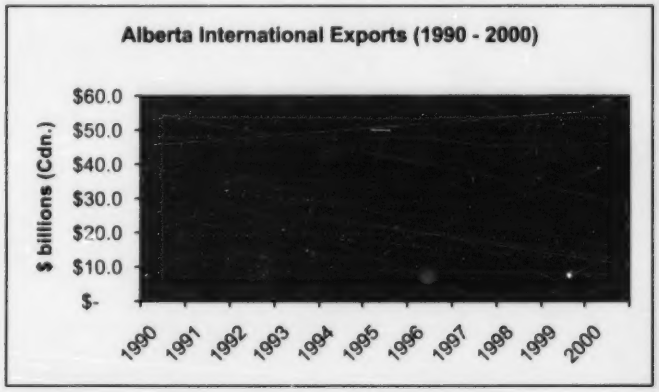
Consultations

IIR consulted stakeholders, including members of the private sector and government departments, on issues related to trade in softwood lumber, the WTO services negotiations, and electronic commerce and dispute settlement under trade agreements. The Ministry also surveyed service exporters to identify and develop country and sector priorities for the services negotiations in the WTO and Free Trade Agreement of the Americas.

Trade Studies

IIR undertook several studies in 2000-2001 on international trade and investment, including:

- 2000 Alberta Service Export Survey;
- Alberta Tariff Reduction and Elimination Priorities, 2000;
- Alberta's Non-NAFTA Hemispheric Tariff Reduction and Elimination Priorities; and,
- Alberta and Western Canada Export Experience under the Free Trade Agreements: 1988-1999.



Goal Two

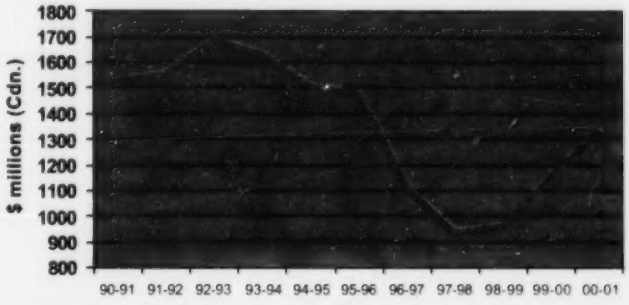
To secure benefits for Alberta as an equal partner in a revitalized, united Canada

Key Result: Effective participation by Alberta in the federation.

First Ministers' Meeting

IIR helped achieve restoration of federal funding under the Canada Health and Social Transfer to 1994-95 levels (by 2002-2003) at the September 2000 First Ministers' Meeting. Alberta will receive additional funding of approximately $2.2 billion over five years (more than $500 million annually by the year 2006) for key social programs including health care and early childhood development.

Health, Social, and Educational Transfers from the Federal Government to Alberta



On health care, IIR worked closely with Alberta Health and Wellness along with other jurisdictions to help develop an "Action Plan" for the continued renewal of health care systems in Canada, which First Ministers released. The plan identified eight priority areas for health care reform on which governments agreed to work cooperatively. IIR also helped develop the First Ministers' framework for developing 'comparable' performance indicators for health systems across Canada. Key factors in achieving agreement at the First Ministers' Meeting were the reports on health care approved at the 2000 Annual Premiers' Conference: "Premier's Commitments to their Citizens on Health" which outlined the common position of Premiers on health care reform and renewal; and "Understanding Canada's Health Care Costs" which demonstrated continuing cost pressures facing provincial health systems. IIR had a central role in developing these reports and they received extensive nation-wide media attention which helped increase public support for the full restoration of Canada Health and Social Transfer funding.

On early childhood development, IIR worked closely with Alberta Children's Services to ensure Alberta's strategic goal of maximum provincial flexibility in additional funding for early child development was met. First Ministers identified priority actions areas for children (healthy pregnancy, birth and infancy; parenting and family supports; development, learning and care; and community supports), and committed to working with Aboriginal people to find practical solutions to address the developmental needs of Aboriginal children. They also agreed to be accountable to their constituents for the programs and services they deliver. A key factor contributing to the consensus achieved at the First Ministers' Meeting was the provincial consensus on early childhood development, which Premiers unanimously approved at the 2000 Annual Premiers' Conference and which IIR helped to develop.

Annual Premiers' Conference

At the Annual Premiers' Conference in August 2000, Premiers achieved consensus on health care (laid out in the report "Premiers' Commitments to their Citizens on Health") which served as a basis for the Premiers' negotiations with the Prime Minister at the September First Ministers' Meeting. IIR played a key role in preparing the Premier for this conference, which provided Premiers an opportunity to build and achieve consensus on a number of important issues, including:

- the need to address the fiscal imbalance between the federal and provincial governments;
- full restoration of the Canada Health and Social Transfer to 1994-1995 levels and the creation of an appropriate escalator to ensure sustainable health care;
- endorsement of the provincial-territorial paper on dispute resolution as an appropriate mechanism for resolving intergovernmental disputes;
- endorsement of the principles of the "Provincial Consensus Paper on Early Childhood Development" as the basis of a provincial position in negotiating an early childhood initiative with the federal government; and,
- a call for a Canada-wide transportation strategy.

Western Premiers' Conference

In May 2000, Alberta participated in the Western Premiers' Conference in Brandon, Manitoba. Premiers engaged in discussion on a number of topics of provincial importance, ranging from the fiscal imbalance, health, children's issues, agriculture and trade, to the environment. Governors from western U.S. states took part in the last session of the conference.

Federal Legislation

IIR worked with other Ministries to examine the strategic and jurisdictional implications for Alberta of new and proposed federal legislation and regulatory changes. IIR and Alberta Environmental Protection worked with key stakeholders to review proposed federal legislation to protect the habitat of endangered species. IIR worked with Alberta Environmental Protection to develop strategies to address federal government amendments to the *Canadian Environmental Assessment Act*. Despite Alberta's concerns, the federal government introduced amendments to the Act that did not reflect the common position of the provinces and territories to recognize the role and expertise of provinces in environmental assessments.

IIR participated in an Interdepartmental Steering Committee (chaired by Alberta Infrastructure) which coordinated and developed Alberta positions for the federal panel review of the *Canada Transportation Act*.

Intergovernmental Agreements

IIR reviewed and approved all intergovernmental agreements entered into by the Government of Alberta, as required by the *Government Organization Act* (see page 54). IIR also provided recommendations and support to other ministries in negotiating agreements and provided advice as to whether agreements were consistent with the broad intergovernmental objectives of the Alberta government. As part of this, IIR assessed the implications of agreements, and recommended specific negotiating strategies where appropriate.

In 2000-01, IIR reviewed more than 87 intergovernmental agreements between the Alberta government and other governments.

Key Result: A Canadian federal system that better serves Albertans' needs.

Social Union Framework Agreement
IIR continued to work with government departments (Human Resources and Employment, Children's Services, Community Development, Learning, Health and Wellness, Justice, and Finance) on implementing the Social Union Framework Agreement in Alberta. Key components of this work in 2000-2001 were implementing the mobility and dispute settlement provisions of the agreement.

IIR coordinated a review of Alberta's social programs to ensure they met the mobility commitments of the agreement. The report was completed in May 2000. Three social programs that were inconsistent with the agreement were identified by the review and corrective action was taken on each by the appropriate Ministry. Alberta was the first jurisdiction to publicly release its report.

IIR led intergovernmental efforts to develop the dispute settlement provisions of the Social Union Framework Agreement. Ministers reached consensus on the dispute resolution mechanism through the provincial/territorial Ministerial Council on Social Policy Renewal and provided it to Premiers for their consideration at the August 2000 Annual Premiers' Conference. The federal government committed to working with provinces and territories on a dispute settlement mechanism by March 2001, but had not yet provided a response to the Premiers' model at the end of the fiscal year.

Federal-Provincial Relations
Throughout the year, IIR worked with other departments to advance Alberta's interests to the federal government. IIR worked with Alberta Infrastructure to conclude a six-year agreement to undertake a program which will provide approximately $178 million in federal funding to Alberta to improve municipal infrastructure.

IIR worked with Environmental Protection and Economic Development to review and assess federal national park management practices and initiatives for their potential impact on Alberta tourism and public land management practices.

IIR continued work with Sustainable Resources Development to provide advice and assistance regarding Alberta's efforts to meet the challenges of global warming. During their fall joint meeting, Environment and Energy Ministers agreed to a National Climate Strategy and the first national climate change business plan.

IIR worked with Environmental Protection to help foster a cooperative working arrangement between Alberta and the federal Department of Fisheries and Oceans to reduce overlap and duplication for Alberta citizens in the management of provincial resources and the environment as a result of significantly expanded federal Fisheries and Oceans operations within Alberta.

IIR worked with Agriculture, Food and Rural Development to assist on a number of key intergovernmental issues including pressing the federal government on changes to Canada's grain transportation and handling system, and developing a federal-provincial framework for agriculture farm income assistance.

Senate Nominees
IIR kept Senate reform on the national agenda during year by pressing the federal government to appoint one of Alberta's two democratically elected Senate nominees to the Canadian Senate when a vacancy became available, and by expressing the province's concerns when neither of Albertans' nominees was appointed in April 2000.

The Role of Canada's Auditor General
IIR supported the development of a research paper produced by the Canada West Foundation, an independent public policy research institute. The paper, entitled "Following the Cash: Exploring the Expanding Role of Canada's Auditor General," looked at the evolving role of the federal Auditor General and raised questions about the activities of the office of the Auditor General on Canada's federal system of government. The research paper added to the national dialogue surrounding federal-provincial roles and responsibilities, particularly with respect to accountability matters.

Key Result: Effective leadership by Alberta that supports a strong and united Canada

National Unity
IIR monitored national unity developments, helped Alberta formulate strategies related to national unity, and assessed Canada's fiscal transfers, including the potential implications of continued fiscal imbalance between the federal government and provinces and territories. IIR also assessed the implications on national unity of the Quebec government's Bill 99 (*An Act respecting the exercise of the fundamental rights and prerogatives of the Quebec people and the Quebec State)*, which states that the Quebec people have an inalienable right to freely decide the political regime and legal status of Quebec.

The Minister of IIR served as cochair of the Committee on Internal Trade in 2000-2001. In this role, the Minister helped improve trade and mobility between provinces.

Key Result: Expanded Canadian internal trade liberalization which promotes the free flow of goods, services, capital and labour across Canada.

The Agreement on Internal Trade
IIR helped Alberta succeed in completing all its outstanding administrative obligations under the Agreement on Internal Trade in 2000-2001. In addition, IIR introduced unique initiatives to implement the agreement within Alberta and to increase awareness about it throughout the province.

IIR also continued to manage and monitor the agreement within the province in order to anticipate and prevent any disputes being launched against Alberta. Equally important, IIR also monitored the practices, policies and actions of other provinces and the federal government that may affect the ability of Albertans to do business or seek employment in other parts of Canada. The agreement still requires full participation by all provinces.

Internal Trade Website

IIR launched the most comprehensive internal-trade website in Canada aimed at raising awareness of the Agreement on Internal Trade within Alberta. The site has been successful in addressing barriers to trade Albertans encounter. A website registration form allows individuals and businesses in Alberta to securely register any problems experienced in doing business in another province.

The *Agreement on Internal Trade* helps reduce and eliminate barriers to the free movement of persons, goods, services and investments within Canada and to establish an open, efficient and stable domestic market in Canada. It came into force in July 1995. Alberta is a signatory to the agreement.

Stakeholder Consultations

Meetings with Alberta's private sector in October 2000 helped establish priorities for the next ministerial meeting on the Agreement on Internal Trade. In addition, IIR communicated with over 600 municipalities, academic institutions, school boards and hospitals (the "MASH" sector) and over 50 professional regulatory bodies regarding the Procurement and Labour Mobility Chapters of the Agreement on Internal Trade. This helped ensure that the MASH sector in Alberta was conducting its business in accordance with the agreement and that regulatory bodies were completing the necessary changes required to facilitate interprovincial mobility.

Committee on Internal Trade

As co-chair of the Committee on Internal Trade (a group comprised of cabinet-level representatives from provinces, territories, and the federal government established to oversee the negotiation and implementation of the Agreement), Alberta helped influence other provinces to take the kind of strong action that Alberta has taken to implement the Agreement on Internal Trade. The April 2000 meeting of the committee resulted in renewed optimism and commitment by ministers to review the agreement's outstanding obligations. Ministers also agreed to meet annually to help stimulate the necessary momentum to implement the agreement. Since that meeting, IIR proposed vigorous new approaches for the energy and procurement negotiations of the agreement to help resolve impasses concerning the implementation of an Energy Chapter and on coverage of provincially-owned Crown corporations under the procurement provisions.

Alberta exported over $26 billion worth of goods and services to other provinces and territories in 1999.

Internal Trade Representatives

As co-chair of the Committee on Internal Trade, IIR helped resolve a number of outstanding internal trade matters, and helped make the Internal Trade Secretariat more efficient and effective. IIR helped introduce an aggressive forward-looking agenda and work plan for Internal Trade Representatives and for the Management Board of the Internal Trade Secretariat. IIR also developed a comprehensive operating plan for the Secretariat that includes goals and measurable outcomes, and implemented comprehensive evaluation and performance objectives for the executive director of the Secretariat.

Federal Hiring Practices

IIR initiated consultations with the federal government calling for the removal of discriminatory hiring practices being used by the federal Public Service Commission. Alberta argued that all Canadians should have an opportunity to apply for a federal public service position regardless of their place of residence, and that the current federal policy was inconsistent with the labour mobility provisions of the Agreement on Internal Trade. The policy is being reviewed by the federal government.

Goal Three

To support Aboriginal people and governments in achieving self-reliance and enhanced well-being

Key Result: A coordinated provincial approach to Alberta's relationship with Aboriginal people.

Aboriginal Policy Framework

IIR set the standard for provincial Aboriginal policy across Canada by being the first to release a comprehensive policy statement on Aboriginal relations while actively helping Aboriginal Albertans participate more fully in the Alberta economy. "Strengthening Relationships: The Government of Alberta's Aboriginal Policy Framework" was released in September 2000 following extensive province-wide discussions with Aboriginal communities, industry, other governments and interested Albertans.

The framework has two goals and 44 commitments to action. The framework commits the Government of Alberta to work with Aboriginal people and other interested parties to identify strategies and targets that enhance the individual and community well-being and self-reliance of Aboriginal people, and to clarify federal, provincial and Aboriginal roles and responsibilities by addressing the needs, gaps and overlaps in federal, provincial and community programs and services.

There are more than 155,000 Aboriginal people in Alberta (based on 1996 Canadian Census)

In response to feedback from Aboriginal leaders, the Alberta government will also:

- work with Aboriginal, industry and government leaders to develop an Aboriginal capacity-building strategy that will address community and individual needs for training, employment and business opportunities;
- develop strategies to encourage industry/Aboriginal partnerships and joint ventures to enable Aboriginal people to participate more actively in the Alberta economy;
- develop best practice guidelines together with First Nations and industry for the study of traditional uses of public lands;
- work with the leaders of First Nations and Aboriginal communities so that culturally significant sites on public land are identified and noted;
- work with Aboriginal organizations to develop culturally appropriate ways to deliver services and programs to their members; and,
- continue to work with the eight Metis Settlements in Alberta as they move to become self-regulating and self-reliant governments.

Aboriginal Policy Initiative

Along with the development of the Aboriginal Policy Framework, an Aboriginal Policy Initiative was introduced as one of the four Alberta government 2000-2001 cross-government priorities. Under the Initiative, IIR worked to develop objectives, strategies and targets in the areas of health status, life expectancy, educational attainment, employment and training, and the clarification of federal/provincial/Aboriginal roles and responsibilities on partnership projects.

Intergovernmental Initiatives
IIR participated along with federal/provincial/territorial/Aboriginal officials in closely examining the issue of Aboriginal participation in the economy. Officials completed a report entitled "Strengthening Aboriginal Participation in the Economy" aimed at addressing challenges and barriers, best practices, and suggested roles and responsibilities for Aboriginal, government and private sector stakeholders.

Canada-Alberta Partnership Forum
The Canada/Alberta Partnership Forum was established in November 2000 to facilitate effective partnerships among Aboriginal organizations, industry, and government. The forum will work to minimize jurisdictional disputes, and will center its efforts on specific Aboriginal community-based projects with a focus on broad economic development and capacity-building.

Metis Nation of Alberta Association
IIR worked with the Metis Nation of Alberta Association to further refine the Association's funding arrangement. This work resulted in specific outcomes and objectives that addressed areas where the Association could improve its performance. The Association, with the assistance of IIR officials, undertook a survey of its members and clients (including Alberta government departments) and identified areas for improvement. As a result, Alberta government departments and the Association agreed to undertake a comprehensive administrative and operational review.

In addition, IIR and other ministries worked with the Association on several projects that advanced Metis issues, including:

- an examination of the inclusion of Metis children in the *Child Welfare Act*;
- the acquisition of housing units for Metis families;
- education information catalogues for students;
- a preliminary management plan for the Metis Education Foundation;
- a Metis Education Business Plan;
- a feasibility study for a Metis Education and Cultural Institute; and,
- a development plan for the Lakeland Aboriginal Human Resources Centre.

There are 46,000 Metis people in Alberta (based on 1996 Canadian Census).

Friendship Centres
IIR provided funding to 20 Alberta friendship centres and the Alberta Native Friendship Centre Association which are key Aboriginal organizations in urban areas, assisting Aboriginal people looking for employment, housing, health and other information.

Urban Aboriginal Initiatives
IIR continued to improve the well-being of Aboriginal people living in cities by working with multi-stakeholder committees for the Edmonton Urban Aboriginal Initiative and the Calgary Urban Aboriginal Initiative. Funding for Amiskwaciy Academy (an Aboriginal Student High School) was secured through the Edmonton Initiative. The Calgary Urban Aboriginal Initiative proposed structures and support committee memberships to examine issues and concerns of Calgary's urban Aboriginal populations.

Understanding Relations between First Nations and Alberta
Premier Klein discussed the Aboriginal Policy Framework, First Nations/Industry Relations and the First Nations Gaming Policy at the 10th Chiefs' Summit in July 2000.

Providing Information
IIR continued to collect and provide information and data about Aboriginal people in the province to Alberta government departments, the public, the private sector and other governments. This information helped support the Aboriginal Policy Initiative, the Alberta Children's Initiative, the second phase of Health Canada's Aboriginal Head Start Program and a number of Native Friendship Centres.

Funding Support
IIR provided financial support to a number of organizations to facilitate Aboriginal-specific initiatives in areas such as economic and business plan development; environmental protection projects; and education, youth, and cultural awareness projects and events. Examples of initiatives which received funding support are:

- Lesser Slave Lake Indian Regional Council – economic improvement;
- Lesser Slave Lake Indian Regional Council – environmental monitoring;
- National Aboriginal Day celebrations – cultural activities;
- Edmonton Public Schools – Amiskwaciy Academy;
- Edmonton Public Schools – Amiskwaciy Academy (Fashion Design program);
- Metis Settlement General Council – Kikino Sustainable Development Project;
- National Aboriginal Achievement Awards;
- Olds College and Peerless Lake – website development;
- Aboriginal Holistic Sports Development Society – sport programs;
- Child Friendly Calgary Society – Youth Conference;
- Native Seniors Centre – Cultural and Spiritual Journeys;
- Siksika Nation -- Interpretive Centre;
- Television Edmonton Aboriginal Media Society;
- University of Alberta, Faculty of Business Aboriginal Careers Initiative; and,
- University of Lethbridge – Native Awareness Week.

Team Alberta at EXPO 2000
In October 2000, IIR supported "Alberta Days" at Expo 2000 in Germany by providing advice on Aboriginal issues and Aboriginal performers, and by reviewing the Aboriginal content of multimedia materials and background information.

Key Result: Accountable, self-regulating and self-reliant Metis Settlement governments

Metis Settlements Economic Viability Strategy
As part of a four year process, IIR and the Metis settlement leadership jointly planned and sponsored an Economic Viability Strategy Conference and Trade Show in June 2000. The event brought together government officials, business representatives, settlement leaders and settlement members to review 14 separate studies that focused on business creation and employment opportunities for the eight Metis Settlements in Alberta. The conference and trade show demonstrated the commitment of all partners to establish and maintain vibrant, self-reliant Metis Settlements.

Alberta/Metis Settlement General Council - Memorandum of Understanding
IIR and the Metis Settlements General Council worked together to improve governance on Metis Settlements. In November 2000 Premier Klein signed an agreement with the Council to establish funding arrangements to the year 2007 and beyond, and to plan for legislative amendments to the Settlements' governance structure. Since signing the agreement, a steering committee and working group have been established to develop funding and legislative proposals that support enhanced self-regulation and self-reliance for the eight Metis Settlements.

Metis Settlements Business Plans
IIR and the Metis Settlement Transition Commission worked together to develop a process for enhancing the Metis Settlements' business plan processes. Significant progress was made towards improving the processes by which the Commission verified progress made by each settlement towards the goals identified within their business plans. In addition, the Commission continued to assist individual Metis Settlements in developing objectives, strategies and initiatives for their three-year business plans. These activities helped to accelerate the process of Metis Settlements establishing self-government practices.

Key Result: Increased self-reliance and well-being of Aboriginal communities and people.

Peigan Nation/Alberta Protocol Agreement
IIR continued to facilitate the resolution of numerous, longstanding issues between the Peigan Nation and the Government of Alberta related to environmental, agricultural, resource development and cultural concerns on behalf of a number of government departments. Alberta, the Peigan Nation, and the federal government agreed in June 2000 to work toward resolution of these concerns. The final agreement will provide Alberta with more secure access to the Lethbridge Northern Irrigation Headworks, the settlement of all grievances in relation to the Oldman River Dam, final settlement of all claims to water, and settlement of all costs relating to the Follow-up Environmental Impact Assessment (following the construction of the Oldman River Dam).

First Nations Gaming Policy
IIR helped establish a process through which the First Nations Gaming Authority and the Alberta Gaming and Liquor Commission successfully developed a First Nations Gaming Policy. The Policy was approved by Cabinet in December 2000 and announced in January 2001. While the policy is specific to casinos on reserve land, the First Nations Gaming Policy is based on Alberta's charitable gaming model and is subject to the same policies of the Alberta Gaming and Liquor Commission as are non-reserve casinos.

Aboriginal Youth Forum
IIR provided advice to Alberta Children's Services regarding the Aboriginal Youth Forum. Issues addressed at the Forum included culture, language, education, justice, women's issues, traditions, violence, racism, and legal issues. IIR also participated as coaches and facilitators for a number of the sessions.

Grande Cache Business Planning Initiatives
IIR worked with the Aseniwuche Winewak Nation Society, which represents the six Grande Cache cooperatives and enterprises, to complete and adopt a community business plan, and a sewer and water services strategy. By March 2001, a review of the land tenure system and the Society's bylaws had been initiated.

Curriculum Development
IIR officials participated in the evaluation/revision of Aboriginal content in the health curriculum (for kindergarten to grade nine) as well as the Career and Life Management high school life skills program. The programs were introduced into schools in September 2000, and will be re-evaluated in 2001 to determine if further revisions are required.

Amiskwaciy Academy
IIR worked with Alberta Learning, Alberta Infrastructure and the Edmonton Public School Board to create a program for Aboriginal students in the City of Edmonton. In September 2000, the Amiskwaciy Academy opened in downtown Edmonton with approximately 300 students enrolled. The Aboriginal-specific school was a positive step in helping guarantee better success for Aboriginal students.

Greenhouse Gas Reduction and Sustainable Development Initiative
In November 2000, IIR and the federal government co-sponsored a $30,000 greenhouse gas reduction feasibility study for the Kikino Metis Settlement. The study will determine which combination of co-generation and heat sink facilities would be most economically viable for the Settlement's natural gas co-generation unit and complimentary heat-sink facilities. The report is expected to be of considerable interest to industry, environmental bodies, and other groups.

First Nations-Industry Relations
IIR was actively involved in establishing and maintaining positive working relationships among resource development industries and Aboriginal people. In cooperation with Alberta Resource Development, Alberta Energy and Utilities Board and the Canadian Association of Petroleum Producers, the Dene Tha' First Nation launched a consultative pilot project to facilitate participation in resource development activities. In the upcoming year, Aboriginal Affairs will continue to work with interested community groups to clarify the roles and expectations between industry and the Aboriginal communities.

Job Corps
IIR participated in the delivery of Job Corps projects with the Alexander, Bigstone Cree and Cold Lake First Nations. The Job Corps initiative provides individuals with work skills to facilitate employment. In addition, IIR participated in the ongoing development of an Aboriginal Apprenticeship Committee to guide Aboriginal participants through apprenticeship programs.

Athabasca Tribal Council
IIR worked with the Athabasca Tribal Council and industry partners on assessing various capacity building proposals. A memorandum of understanding signed in 1999 facilitated Alberta's participation this initiative.

Key Result: Settlement of those Indian land claims for which the province has a responsibility in a way which is fair and equitable to all parties.

Development on Crown Land

IIR managed an interdepartmental review of Crown land development practices. The result of the review was the creation of a government-wide consultation strategy for development on Crown land.

Creation of New Indian Reserves

IIR met with federal government officials to discuss concerns regarding the federal government practice of setting aside, as reserves, private land purchased by First Nations with land claim settlement funds. IIR urged the federal government to adopt a policy where approval for such reserves would not be given until the relevant First Nation and affected municipalities have entered into agreements in regard to bylaw, municipal service and taxation issues. Discussions on a general protocol with regard to reserve creation issues are well underway.

Auditor's Report on Performance Measures

Report of the Auditor General on the Results of Applying Specified Auditing Procedures to Performance Measures

AUDITOR GENERAL *Alberta*

To the Members of the Legislative Assembly:

I have performed the following procedures in connection with the Ministry of International and Intergovernmental Relations performance measures included in the *2000-2001 Annual Report of the Ministry of International and Intergovernmental Relations* as presented on pages 27 to 38.

1. Information obtained from an independent source, such as Statistics Canada, was agreed with the information supplied by the stated source. Information provided internally was agreed to the reports from the systems used to develop the information.

2. The calculations that converted source information into reported measures were tested.

3. The appropriateness of the description of each measure's methodology was assessed.

As a result of applying the above procedures, I found no exceptions. However, these procedures do not constitute an audit of the performance measures and therefore I express no opinion on the performance measures included in the *2000-2001 Annual Report of the Ministry of International and Intergovernmental Relations.*

Peter Valentine

FCA
Auditor General

Edmonton, Alberta
July 6, 2001

Results Analysis

Performance Measures

In general, the Ministry's goals are focused on attainment of long-term objectives – building Alberta's linkages and relationships with other countries; improving Alberta's export performance; and ensuring that Alberta receives a fair share of federal-provincial funding for intergovernmental arrangements. In addition, our success frequently depends on many factors, such as the economy and relations between governments. Finally, results are often affected by other actors – both within the Alberta government (e.g. other ministries) and outside of the Alberta government (e.g. the private sector, other governments, etc.). As a result, it is often the case that the Ministry's goals are attained over the long term rather than over the short term and are often best measured in non-numerical ways.

Over the years, the chief measure used by the Ministry has been the narrative account of achievements and results outlined in this Annual Report of the ministry. This is a vital document in chronicling the year-to-year progress on goals which are frequently multi-year in their scope. The Ministry develops a detailed Annual Report each year which incorporates explanations of key meetings and agreements, along with a compendium of intergovernmental agreements finalized in the fiscal year. As such it represents an important record of the Ministry's achievements.

A key element in IIR's success is the quality of the relationships it builds with clients (especially other Alberta departments) and partners (other governments and Aboriginal groups). To help advance Alberta's interests, these relationships must be developed and fostered over the long term. As a result, client feedback is a key instrument for assessing the quality and effectiveness of these relationships. Another important measure of the ministry's success is the regular tracking by polling of the views of Albertans on the performance of their government in two areas, intergovernmental relations and Aboriginal relations.

In summary, IIR measures its performance in several ways, including:
1. Narrative records of performance (Annual Report, mission reports)
2. Comprehensive client satisfaction surveys
3. Intermediate outcomes or progress reports on long term issues
4. Secondary economic and socio-demographic indicators
5. Polling by Environics Canada on the views of Albertans.

Description of Performance Measures

Narrative Record of IIR Performance and Results

Through narrative records, the ministry outlines intergovernmental and Aboriginal outcomes and events with a view to assessing how they conformed to Alberta's objectives. The primary record is the Annual Report as noted above. Other records include communiqués from major intergovernmental meetings such as the 41st Annual Premiers' Conference (August 2000) and the Western Premiers' Conference (May 2000) and reports on missions such as the Minister's mission to Asia (June 2000).

Comprehensive Client Satisfaction Surveys

Through regular surveys, IIR consults with clients on its contribution to advancing Alberta's priorities and positions. These surveys have, in the past, consisted of a mix of written questionnaires (for most clients), focus groups (for frequent users) and in-person interviews (for senior-level clients). Given the scope of the survey, and the demands it places on respondents, surveys are conducted every two years – in 1995, 1997, 1999 and, most recently, in early 2001. The 2001 survey consisted of written questionnaires which was sent by an independent consultant to some 400 clients of the Ministry, both within the Alberta government and outside the Alberta government (e.g. private sector, Aboriginal community leaders, etc.). The survey indicated that clients consistently rate IIR high on satisfaction with services provided. The target level of 4 out of 5 was met or exceeded in most service areas.

To ensure useful and credible survey feedback, IIR follows these principles:

- Surveys are conducted by a third party, with anonymity guaranteed.
- Selection of surveyed clients is inclusive (i.e. known critics are included).
- Questions are probing and related to IIR goals and strategies.
- Survey results are used internally to improve business practices.

Specific details of the 2001 survey follow later in this Report.

Intermediate Outcomes or Progress Reports

IIR also measures outcomes through status reports on major projects, such as the regular Progress Report to Premiers, coordinated by the Provincial/Territorial Council on Social Policy Renewal (e.g. Report #5, August 2000). Status reports are also used to provide an intermediate outcome measure on the implementation of the Agreement on Internal Trade and the progress of complaints and disputes under that agreement (e.g. Agreement on Internal Trade: Update, February 2001, available on the department's website).

Preparing such regular progress reports and measuring intermediate outcomes allows governments and taxpayers to keep track of complex, long-term issues.

Secondary Economic and Socio-demographic Indicators

IIR reports on a number of secondary indicators that track macro-economic and socio-demographic trends. While not direct measures of IIR's performance, these indicate the environment within which IIR works to achieve its goals. The Aboriginal socio-demographic trends (published in "Alberta's Aboriginal Population: Socio-Demographic Characteristics") provide valuable information on the policy needs of Aboriginal people in Alberta. They reflect the socio-economic situations of Aboriginal people in Alberta and selected cities. Trade statistics that indicate the province's export performance are the result of many factors. Exports may increase because of fluctuations in world commodity prices or the Canadian dollar. In other cases, Alberta's trade performance reflects the aggressiveness of the Alberta private sector in opening up new markets. Some of the trade performance increase may be attributed to Alberta government successes in removing trade barriers in key markets or in resolving trade disputes that deter exports. Trade may also increase through door-opening contacts made on a Team Canada mission or in Alberta, through receiving foreign decision-makers.

Aboriginal socio-demographic trends are available on AAND's website at http://www.aand.gov.ab.ca/aand/pages/resources/publications.html see "Alberta's Aboriginal Population: Socio-Demographic Characteristics."

Trade statistics are available on IIR's website at: http://www.iir.gov.ab.ca/iir/trade/pages/inter_trade/statistics.htm

Public Polling

An important measure of Alberta government performance in intergovernmental and Aboriginal affairs is public polling data on the satisfaction level of Albertans in these areas. This polling data does not relate directly to the performance of the ministry, but tracks the performance of the government.

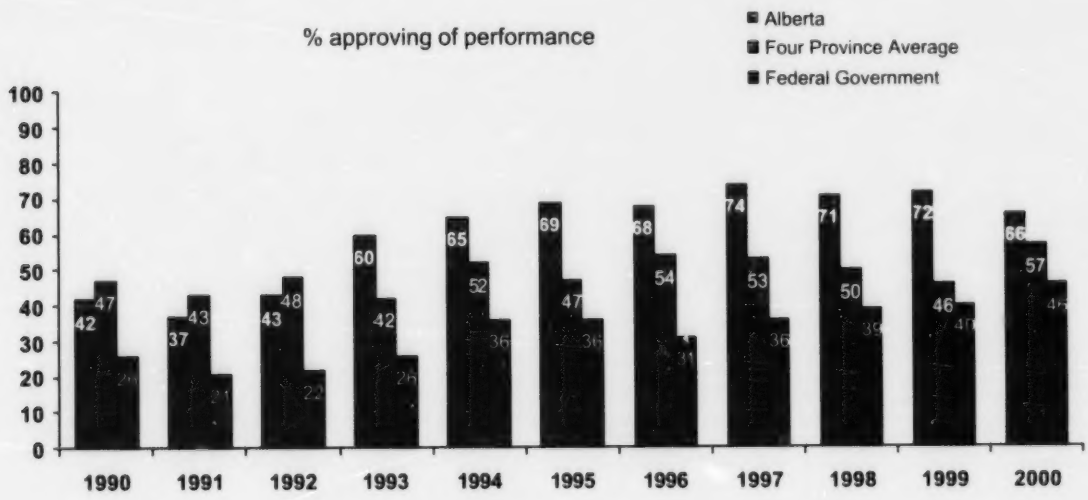
Polling data is based on a national opinion poll conducted four times a year by Environics Canada, surveying provincial and federal government performance, as reported in the Focus Canada Report. Respondents are specifically asked to rate their approval or disapproval of the way their government (both provincial and federal) is handling federal-provincial relations and Aboriginal affairs. The average of the four surveys each year shows the percentage of citizens approving of their respective governments' performance.

Alberta's target is to maintain the government's public approval rating in federal-provincial relations and Aboriginal affairs on a par with the average of British Columbia, Saskatchewan, Manitoba and Ontario. These four provinces are used as a benchmark because they are closest to Alberta in terms of geography, history, demographics and political concerns.

Alberta's approval rating in 2000 for federal-provincial relations was 66 per cent. The four-province average was 57 per cent and the federal government rating was 46 per cent. A similar poll on Aboriginal relations showed an Alberta approval rating of 45 per cent versus a four-province average of 39 per cent. The federal government rating was 39 per cent.

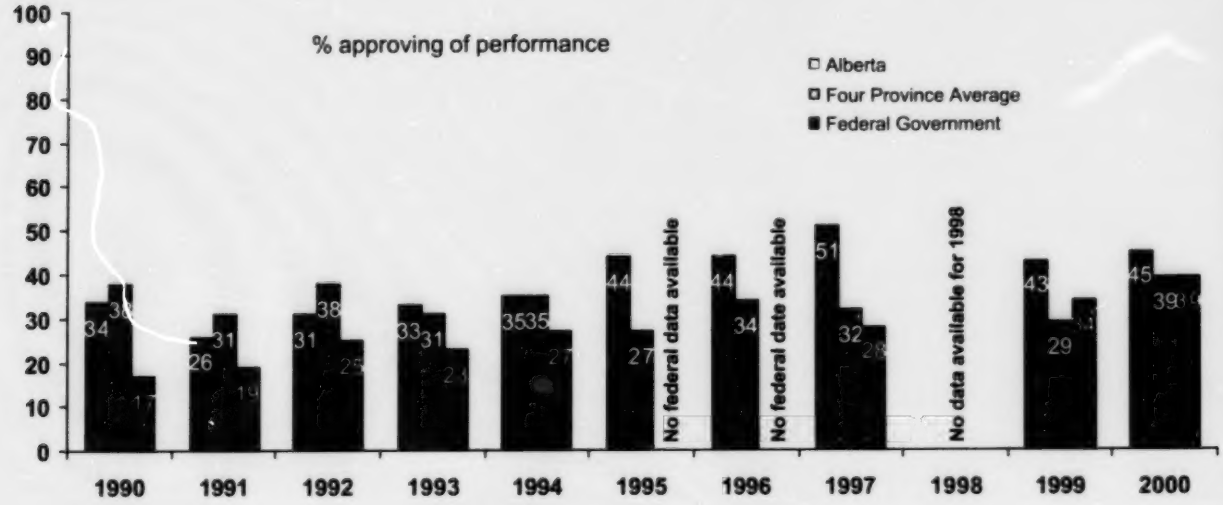
The following graph shows approval ratings of government performance in intergovernmental relations:

Approval Ratings: Intergovernmental Relations:



The next graph shows approval ratings of government performance in Aboriginal relations:

Approval Ratings: Aboriginal Relations:



Survey Methodology:

For the "Focus Canada Report", Environics completes telephone interviews of 2,088 Canadians. A total of 133 interviews were conducted in Alberta and 744 in western Canada. The margin of error nationally is plus or minus 2.2%, 19 times out of 20. The margin of error rises as the sample sizes fall (for Alberta it is 6.5%, for the west as a whole it is 3.6%).

Sample selection was through random draw from telephone directories (a modified "Waksburg Mitofsky" sample selection technique). The population is stratified into ten regions (one of which is Alberta); four community sizes (those over 1 million would be the largest; the smallest being those under 5,000); and employs gender, age and "working women" quotas. Additional details on methodology are available from the Ministry .

Government-wide Measures

The polling data described above is the key measure for Goal 18 of the Government of Alberta's Business Plan: "Alberta will work with other governments and maintain its strong position in Canada." The Ministry also helped realize the following government-wide goals:

Goal 2: Our children will be well cared for, safe, successful at learning and healthy.
(IIR outcomes 1.2 and 2.1)

Goal 6: Alberta will have a prosperous economy.
(IIR outcomes 1.4, 3.1 and 3.2)

Goal 7: Our workforce will be skilled and productive.
(IIR outcome 1.4)

Goal 13: Alberta business will increase exports.
(IIR outcomes 3.1 and 3.2)

Goal 16: The high quality of Alberta's environment will be maintained.
(IIR outcome 1.2)

Analysis of Client Survey

Target:
To achieve a high satisfaction rating of 4.0 (out of a 5 point scale) from the Ministry's key clients.

Relationship to Business Plan:
The "Vision" of the Ministry is to "achieve a strong Alberta, active in an open world and in a prosperous, united Canada". The Ministry's "Mission" is to lead the development of government-wide strategies and policies for Alberta's relations with other governments. Regular Client Surveys track the Ministry's performance in achieving both our Mission and Vision, as well as how the Ministry is contributing to Alberta's priorities and positions in intergovernmental and international relations in a more general way.

Client Surveys are cited in the Business Plan as one of the key methods used to measure satisfaction with the Ministry. The 2001 Survey undertaken is the fourth such Survey, with previous Surveys completed in 1995, 1997 and again in 1999.

Measure:
A series of questions are asked of clients, resulting in ratings on overall client satisfaction in four specific service areas: advancing Alberta's interests, coordination, strategic advice and information.

Advancing Alberta's Interests
- Leadership in advancing Alberta's interests with other governments
- Developing strategies to deal with other governments
- Negotiating agreements (e.g. within Canada, trade agreements, etc.)
- Developing policies where no other government agency has lead responsibility (e.g. trade negotiations, Quebec, etc.)
- Managing trade disputes/complaints

Coordination
- Organizing meetings, conferences, special events (e.g. Premiers' conferences)
- Organizing incoming international visits/missions
- Coordinating/chairing policy working groups, interdepartmental committees
- Implementing agreements, policies, protocols and Memoranda of Understanding, including trade agreements

Strategic Advice
- Providing strategic advice
- Interpreting external events (e.g. actions by other governments)
- Interpreting major agreements

Information
- Reviewing strategic information from outside Alberta
- Developing briefing materials that summarize and analyze issues
- Responding to requests for general information and analysis
- Providing up-to-date information on the department's web site

A series of questions aimed at determining customer satisfaction with each section of the Ministry was first added in 1999. Detailed questions relating to service from the Ministry is also included in the survey, with a more concise list of questions asked in 2001 than had been the case in past surveys.

Methodology:
It was the goal of the Ministry to make the questionnaire more precise and shorter than previous surveys, while asking questions that still allowed for comparison of results from previous years. In order to ensure confidentiality of survey responses a contractor was hired to develop, with input from Ministry staff, the questionnaire and mailing list. The contractor then contacted clients directly to seek their response.

A total of 358 surveys were sent out, with 194 responses received, for a 54% response rate. (This is in keeping with the 1999 response rate of 53%, when 106 of 200 surveys were returned. The difference in volume is due to the fact that the 1999 survey only sought input from internal to government clients, while the 2001 survey also sought input from external clients).

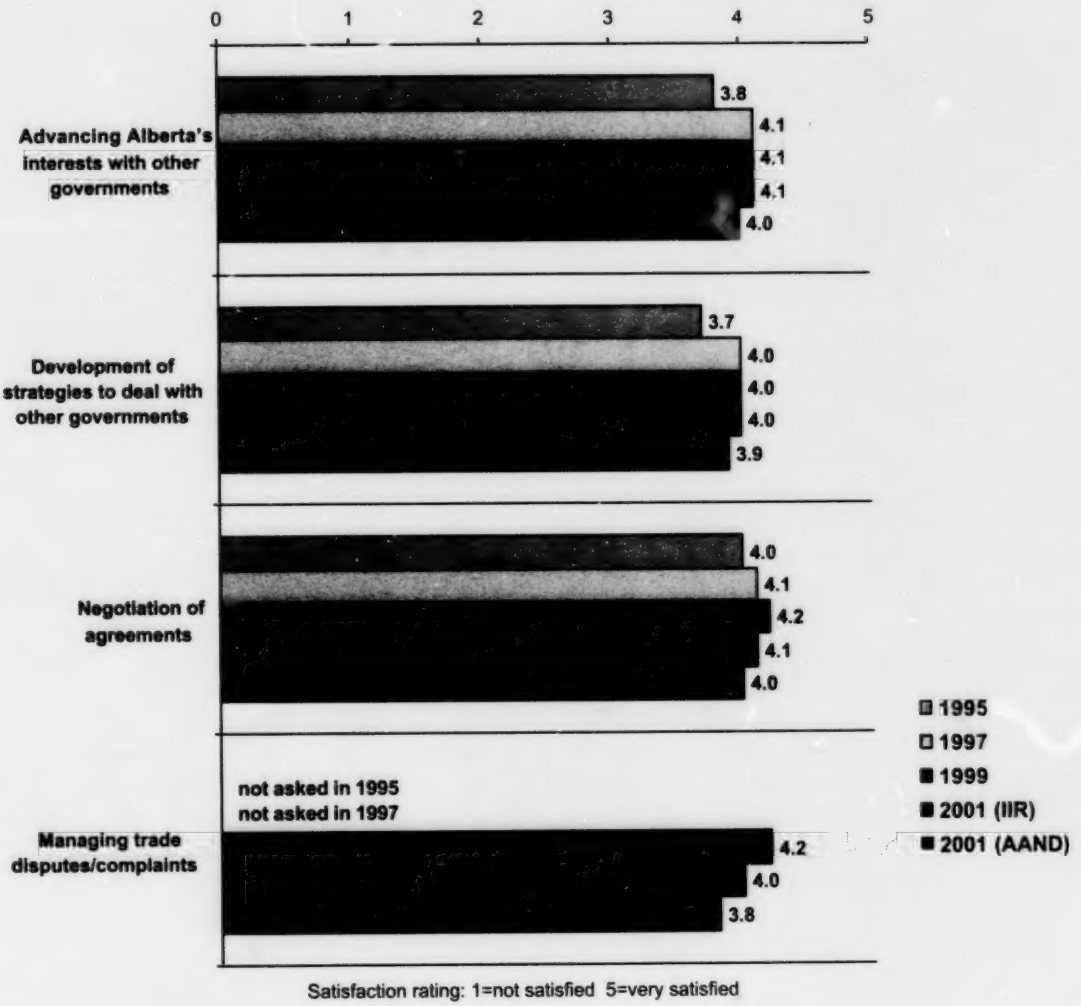
Note: Shortly after the return of completed surveys by clients, but prior to completion of a report on the results, the Ministry's responsibilities were split into two separate Ministries – International and Intergovernmental Relation, and Aboriginal Affairs and Northern Development. In order to enable use of the Client Survey as a baseline for both Ministries in the future it was determined that survey results could be segmented between the two Ministries (clients were asked with which sections of the Ministry they dealt, enabling some separation of clients of each Ministry). As a result of the decision to split the findings in 2001, the results reported below compare results of previous surveys for the combined Ministry with the results from the two separate Ministries in 2001.

Conclusion
The Ministry has found the semi-annual Client Surveys to be useful tools in evaluating the satisfaction of key clients, both within the Alberta government and outside of the Alberta government. While very positive results are evident throughout each of the four surveys completed to date, there are minor variations which generate internal review. Staff make use of the information and feedback to consider their interaction with clients for the future.

Client Survey Results

Advancing Alberta's Interests

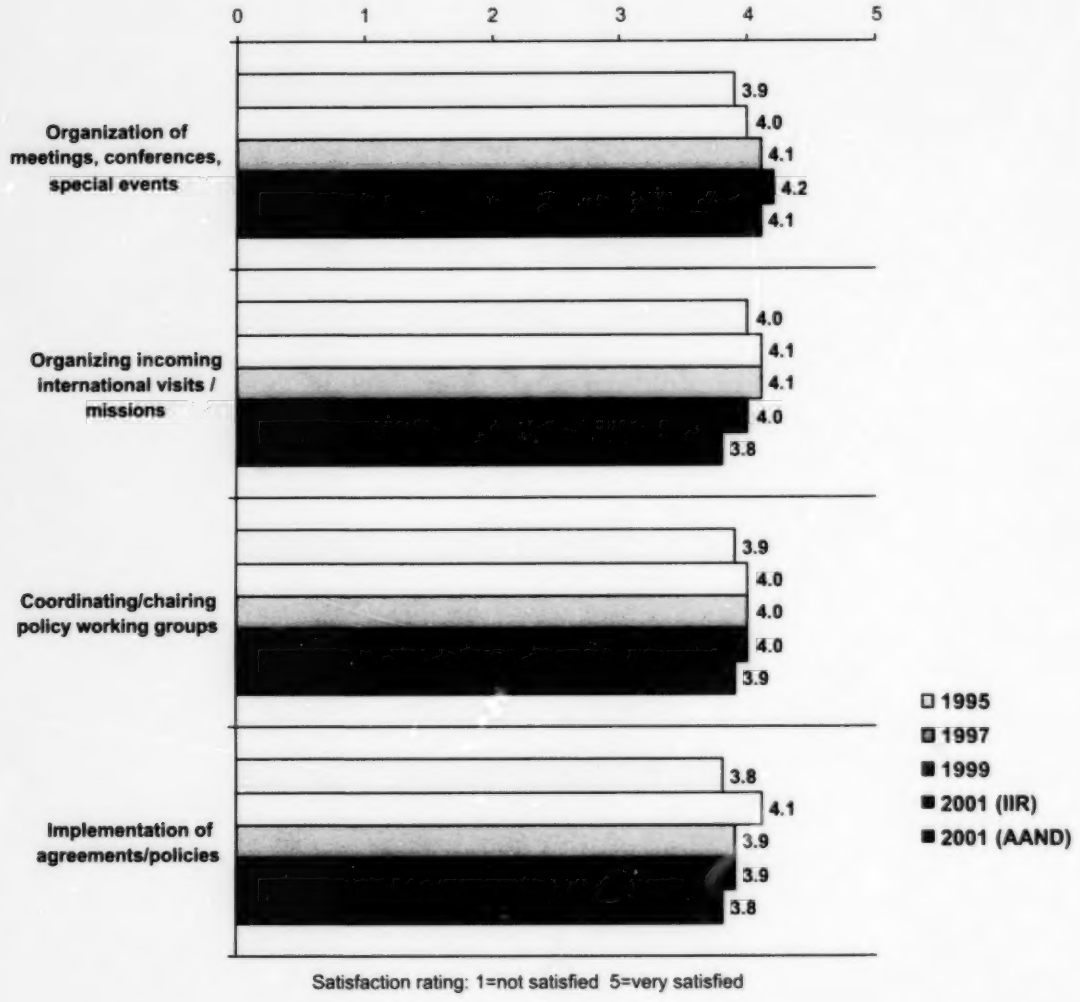
"Satisfaction ratings have remained essentially the same since the 1999 survey. Overall, clients are very satisfied with services in this area. One additional service first explored in 1999 related to managing trade disputes. Clients were very satisfied with this service in 1999 and, while still very satisfied, are slightly less so in 2001 than in 1999."



Note: The 1995 survey did not include Aboriginal Affairs. The 1997 and 1999 surveys did. The 2001 survey results are separated into Aboriginal Affairs (now the Ministry of Aboriginal Affairs and Northern Development) and International and Intergovernmental Relations.

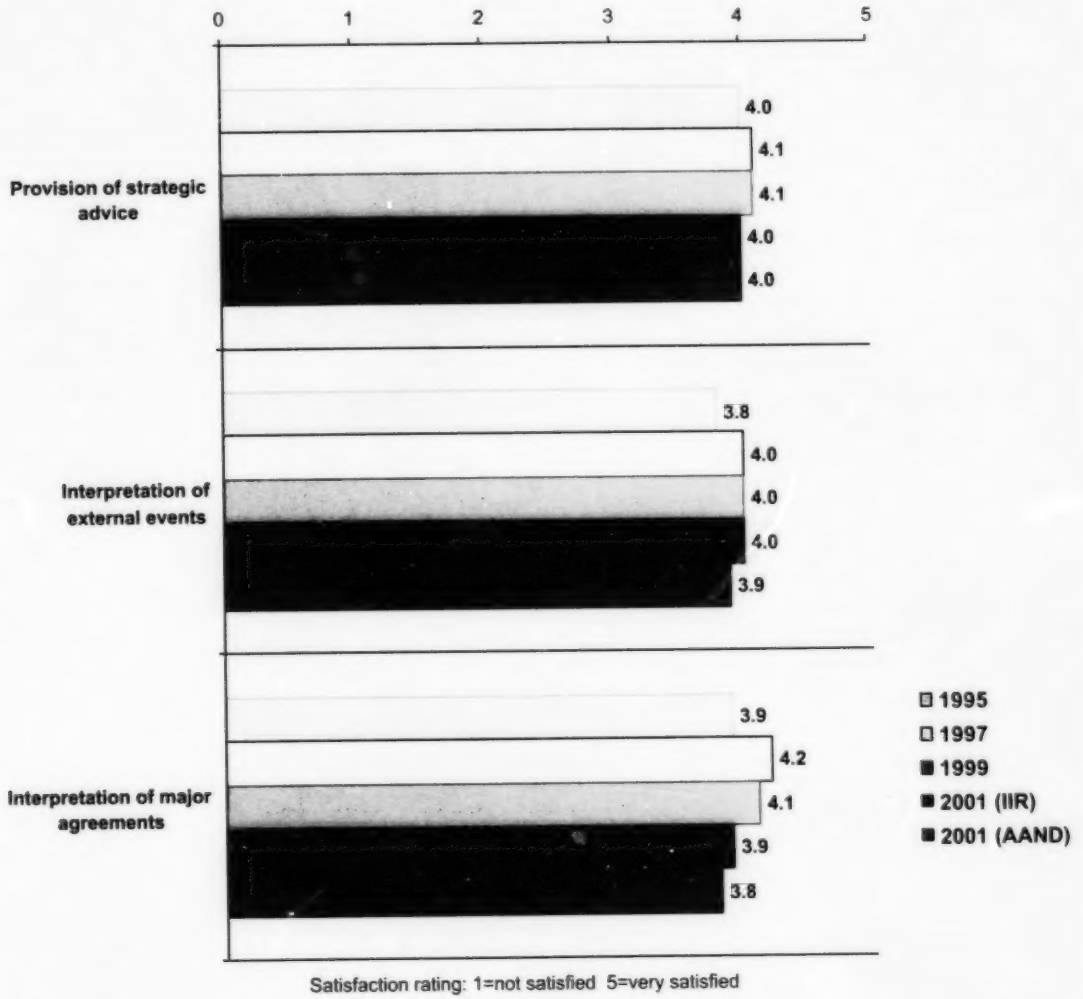
Coordination

"Satisfaction ratings for 2001 are similar to those in 1999. Overall, clients are very satisfied with coordination services provided by the Ministry."



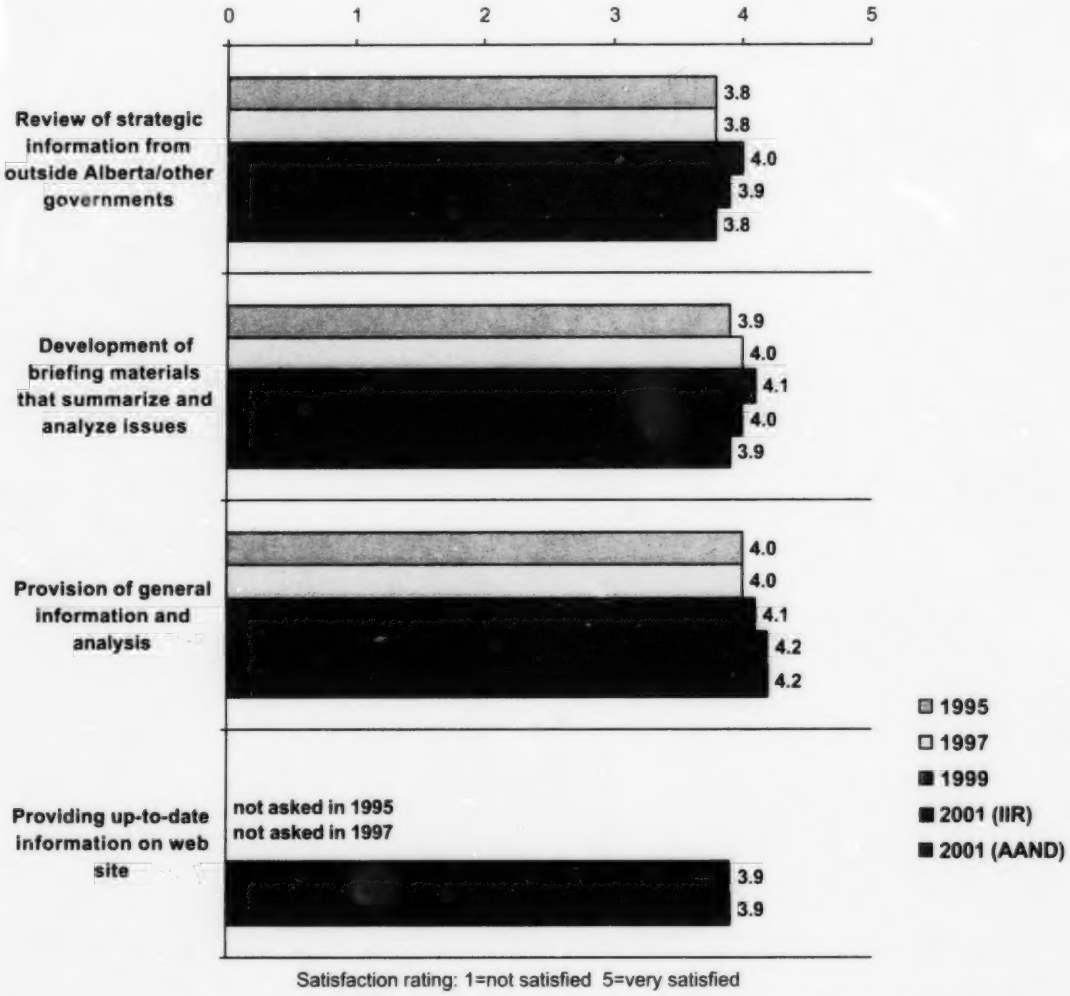
Strategic Advice

"Satisfaction ratings for 2001 are consistent with those from the 1999 Survey. Overall, clients are satisfied with services provided by the Ministry."



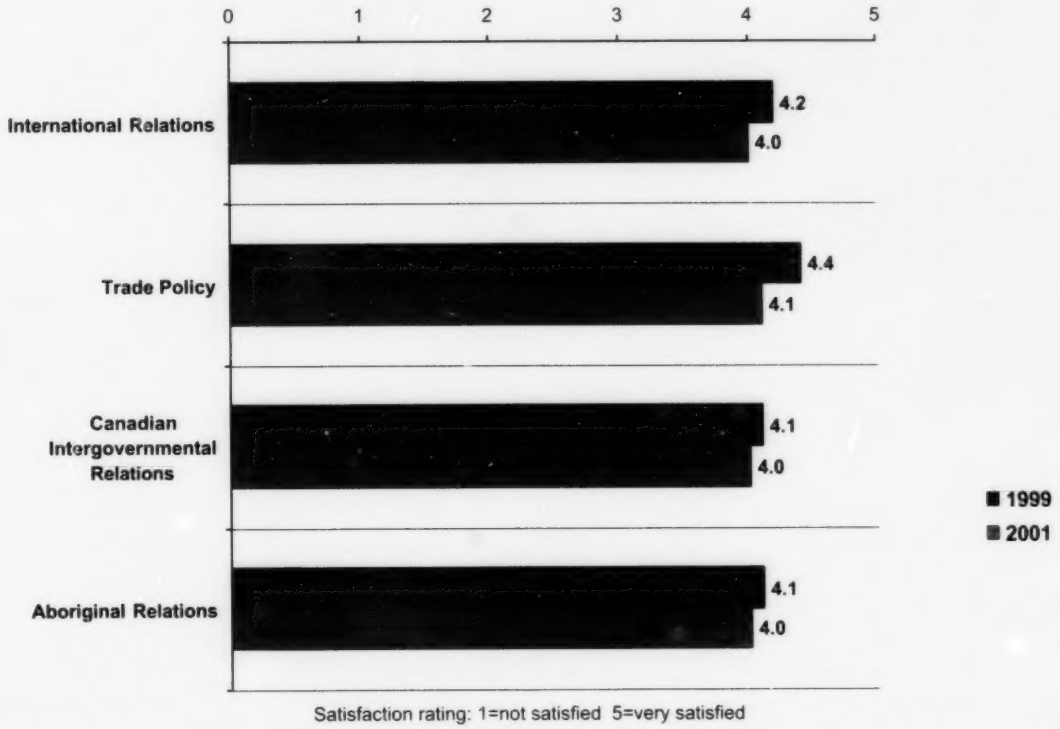
Information

"Satisfaction ratings for 2001 are similar to the 1999 survey. Overall, clients are very satisfied with information services provided by the Ministry. An additional information service was explored on this survey – provision of up-to-date information on the Department's web site. The mean rating of 3.9 reflects a high level of satisfaction with this service."



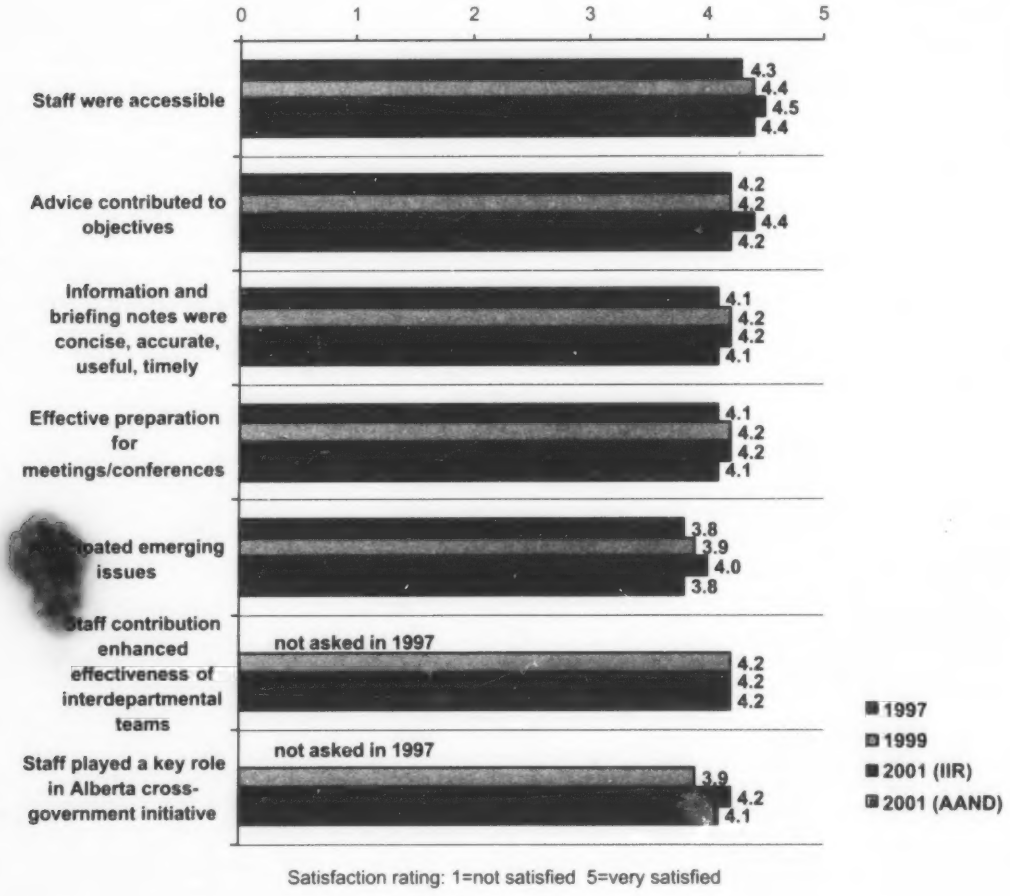
Program Areas

"Beginning in 1999 clients were asked with which sections of the Ministry they most dealt and their degree of satisfaction with the services provided by the section. The results below indicate continued satisfaction with individual sections, but are reflective of a minor reduction in satisfaction from 1999 results."



Customer Service Measures

"Clients were asked to review the performance of the Ministry on seven customer-service measures. Overall, clients are very satisfied with the service provided with slight increases in satisfaction in four of the seven measures."



Financial Results

The Ministry's financial performance was within budget targets and no significant variances arose in comparison to budget for the prior year, except for the contingent liability with respect to Aboriginal claims.

During the year, the basis for determining the total amount of monetary damages sought against the Province in legal actions brought by Aboriginal plaintiffs was revised on the advice of legal counsel. The effect would have been to reduce the total monetary damages being sought as at March 31, 2000 by $61.7 billion. This is further disclosed in the Notes to the Financial Statements.

During the 2000-01 fiscal year, the total monetary damages being sought in Aboriginal claims litigation increased by approximately $19.7 billion as a result of new claims being filed.

Financial Statements

The following section includes:

- **Auditors Report**
- **Statement of Operations**
- **Statement of Financial Position**
- **Statement of Changes in Financial Position**
- **Notes to the Financial Statements**
- **Schedules to the Financial Statements:**

  Schedule 1: Expenses - Directly Incurred Detailed by Object

  Schedule 2: Comparison of Expenses – Directly Incurred by Element to Authorized Budget

  Schedule 3: Salary and Benefits Disclosure

  Schedule 4: Related Party Transactions

  Schedule 5: Allocated Costs

Auditor's Report

To the Members of the Legislative Assembly:

I have audited the statement of financial position of the Ministry of International and Intergovernmental Relations as at March 31, 2001 and the statements of operations and changes in financial position for the year then ended. These financial statements are the responsibility of management of the Ministry. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The Ministry is required to follow the corporate government accounting policies and reporting practices established by Alberta Treasury, including the following policy that is an exception from Canadian generally accepted accounting principles. Capital assets costing less than $15,000 have been expensed in the year acquired and have not been recognized as assets in the accompanying statement of financial position. Consequently, the annual amortization of these assets has not been recognized in the statement of operations. In my view, an amount of approximately $579,000, representing the net book value of these assets as at March 31, 2001, should be recognized in these financial statements. The effect of this understatement of assets is to overstate expenses by approximately $96,000 for the year ended March 31, 2001.

In my opinion, except for the effects of the matter discussed in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the Ministry as at March 31, 2001 and the results of its operations and the changes in its financial position of the year then ended in accordance with Canadian generally accepted accounting principles.

Peter Valentine

FCA
Auditor General

Edmonton, Alberta
May 22, 2001

Statement of Operations

For the Year Ended March 31, 2001

	(in thousands)		
	2001		2000
	Budget (Schedule 2)	Actual	Actual
Revenues			
Internal Government Transfers	$ -	$ -	$ 11,300
Other Revenue	-	25	42
	-	25	11,342
Expenses - Directly Incurred			
Voted (Schedules 1 and 2)			
International and Intergovernmental Relations	14,137	14,081	16,651
Metis Settlements Governance	10,084	9,989	11,954
	24,221	24,070	28,605
Statutory (Schedules 1 and 2)			
Metis Settlements Legislation	10,000	10,000	10,000
Valuation Adjustments			
Provision for Vacation Pay	-	(36)	75
	10,000	9,964	10,075
	34,221	34,034	38,680
Net Operating Results	$ (34,221)	$ (34,009)	$ (27,338)

The accompanying notes and schedules are part of these financial statements.

Statement of Financial Position

As at March 31, 2001

	(in thousands) 2001	2000
ASSETS		
Cash	$ -	$ 1
Accounts Receivable	48	41
Advances	23	21
	$ 71	$ 63
LIABILITIES		
Accounts Payable and Accrued Liabilities (Note 3)	$ 2,952	$ 6,743
NET LIABILITIES		
Net Liabilities at Beginning of Year	(6,680)	(11,438)
Net Operating Results	(34,009)	(27,338)
Net Transfer from General Revenues	37,808	32,096
Net Liabilities at End of Year	(2,881)	(6,680)
	$ 71	$ 63

The accompanying notes and schedules are part of these financial statements.

Statement of Changes in Financial Position

For the Year Ended March 31, 2001

	(in thousands) 2001	2000
Operating Transactions:		
Net operating results	$ (34,009)	$ (27,338)
Non-cash items		
Valuation adjustments	(36)	75
	(34,045)	(27,263)
(Increase) in Accounts Receivable	(7)	(12)
(Increase) in Advances	(2)	(8)
(Decrease) in Accounts Payable and Accrued Liabilities	(3,755)	(4,853)
Cash Used by Operating Transactions	(37,809)	(32,136)
Financing Transactions:		
Net Transfer from General Revenues	37,808	32,096
Net Cash (Used)	(1)	(40)
Cash at Beginning of Year	1	41
Cash at End of Year	$ -	$ 1

The accompanying notes and schedules are part of these financial statements.

Notes To The Financial Statements

For the Year Ended March 31, 2001

NOTE 1 AUTHORITY AND PURPOSE

The Minister of International and Intergovernmental Relations has been designated as responsible for various Acts by the *Government Organization Act* and its regulations. As at March 31, 2001, the Minister was responsible for administration of the following Acts:

- *Constitutional Referendum Act*
- *International Trade and Investment Agreements Implementation Act*
- *Senatorial Selection Act*
- *Constitution of Alberta Amendment Act, 1990*
- *Metis Settlements Act*
- *Metis Settlements Accord Implementation Act*
- *Metis Settlements Land Protection Act*

The purpose of the Ministry of International and Intergovernmental Relations is to lead the development of government-wide strategies and policies for Alberta's relations with other Canadian governments (Federal, Provincial, and Aboriginal), the Aboriginal community, and international governments and organizations.

NOTE 2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND REPORTING PRACTICES

These financial statements are prepared in accordance with the following accounting policies that have been established by the government for all ministries. The recommendations of the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants are the primary source for the disclosed basis of accounting. Recommendations of the Accounting Standards Board of the Canadian Institute of Chartered Accountants, other authoritative pronouncements, accounting literature, and published financial statements relating to either the public sector or analogous situations in the private sector are used to supplement the recommendations of the Public Sector Accounting Board where it is considered appropriate.

(a) Reporting Entity

The reporting entity is the Ministry of International and Intergovernmental Relations and is comprised of the Department of International and Intergovernmental Relations for which the Minister of International and Intergovernmental Relations is accountable.

All departments of the Government of Alberta operate within the General Revenue Fund (the Fund). The Fund is administered by the Provincial Treasurer. All cash receipts of departments are deposited into the Fund and all cash disbursements made by departments are paid from the Fund. Net transfer

to/from General Revenues is the difference between all cash receipts and all cash disbursements made.

(b) Basis of Financial Reporting

Revenues

All revenues are reported using the accrual method of accounting.

Internal Government Transfers

Internal government transfers are transfers between entities within the government reporting entity where the entity making the transfer does not receive any goods or services directly in return.

Expenses

Directly Incurred
Directly incurred expenses are those costs the Ministry has primary responsibility and accountability for, as reflected in the government's budget documents. Directly incurred expenses include valuation adjustments that represent the change in management's estimate of future payments arising from obligations relating to vacation pay.

Incurred by Others
Services contributed by other entities in support of the Ministry operations are disclosed in Schedule 5.

Assets

Financial assets of the Ministry are limited to financial claims, such as advances to and receivables from other organizations, employees and other individuals. The fair values of the financial assets are estimated to approximate their book values. Fair value is the amount of consideration agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act.

Accounts receivable are non-interest bearing and unsecured.

Advances represent amounts provided to Ministry employees for travel expenses and are non-interest bearing and recoverable on demand.

The threshold for capitalizing new systems development is $100,000 and the threshold for all other capital assets is $15,000. The Ministry has no capital assets exceeding these thresholds.

Liabilities

Liabilities include all financial claims payable by the Ministry at fiscal year end. The fair value of accounts payable and accrued liabilities is estimated to approximate their book value.

Net Liabilities

Net liabilities represents the difference between the value of assets held by the Ministry and its liabilities.

NOTE 3 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	(in thousands) 2001	2000
Accounts Payable	$ 268	$ 68
Accrued Liabilities:		
Litigation and Third Party Costs associated with Indian Land Claims	1,517	4,797
Vacation Pay	653	689
Grants	150	308
Other	364	881
	$ 2,952	$ 6,743

NOTE 4 COMMITMENTS

As at March 31, 2001, the Ministry has a commitment of $60 million (2000 - $70 million) under the *Metis Settlements Accord Implementation Act.* The Act requires payment of $10 million per year until April 1, 2006.

A Matching Grants Replacement Agreement between the Ministry and the Metis Settlements General Council provides for a commitment of funding to the Metis Settlements General Council. This agreement was signed on March 29, 2001, and calls for a commitment of $8,868,000 in 2001-2002.

Sections 7, 8 and schedule 1 of the *Metis Settlements Accord Implementation Act* outline future obligations with respect to matching double the amount the Settlements Council collects from eligible sources each year until March 31, 2002 and providing matching grants in the years from April 1, 2002 to March 31, 2007. The amounts of these future year obligations cannot be determined.

As at March 31, 2001, the Ministry had service contract commitments of $269,000 (2000 - $749,000).

NOTE 5 CONTINGENT LIABILITY WITH RESPECT TO INDIAN LAND CLAIMS

The Province, as represented by the Ministry of International and Intergovernmental Relations, has a contingent liability in respect of 41 claims (2000 - 36 claims) concerning aboriginal rights, Indian title and treaty rights. In most cases, these claims have been filed jointly and severally against the Province of Alberta and the Government of Canada, and in some cases involve third parties.

Of these claims, 23 (2000 - 20) have specified amounts totaling $65,901 million (2000 - $107,826 million) plus a provision for interest and other costs that are not now calculable. The other 18 claims (2000 – 16) have not specified any amounts. At this time, the outcome of these claims cannot be determined. In addition, there are 4 treaty land entitlement claims (2000 – 4 claims) for which Alberta may have an obligation under the Natural Resource Transfer Agreement.

Based on the current advise of legal counsel, the basis of estimation has been revised during the year, resulting in a reduction of the estimate. Using the revised basis of estimation, the amount claimed as at March 31, 2000 would have been reported as $46,124 million instead of $107,826 million.

NOTE 6 PENSIONS

The Ministry participates in the multi-employer pension plans, Management Employees Pension Plan and Public Service Pension Plan. The Ministry also participates in the multi-employer Supplementary Retirement Plan for Public Service Managers. The expense for these pension plans is equivalent to the annual contributions of $410,000 for the year ending March 31, 2001 (2000 - $349,000).

At December 31, 2000, the Management Employees Pension Plan reported a surplus of $104,658,000 (1999 - $46,019,000) and the Public Service Pension Plan reported a surplus of $635,084,000 (1999 - $517,020,000). At December 31, 2000, the Supplementary Retirement Plan for Public Service Managers had a surplus of $180,000 (1999-$33,000).

NOTE 7 COMPARATIVE FIGURES

Certain 2000 figures have been reclassified to conform to the 2001 presentation.

NOTE 8 GOVERNMENT RESTRUCTURING

On March 15, 2001 the government announced new ministry structures. As a result, responsibility for Metis Settlements Legislation, Metis Settlements Governance, Aboriginal Relations and the Office of the Associate Minister were transferred to the newly established Ministry of Aboriginal Affairs and Northern Development.

Since the 2000-2001 fiscal year was substantially completed prior to this announcement, these financial statements have been prepared as if the restructuring took place April 1, 2001, to provide proper accountability for the 2000-2001 fiscal year against the original business plan.

NOTE 9 APPROVAL OF FINANCIAL STATEMENTS

These financial statements were approved by the Senior Financial Officer and the Deputy Minister.

Schedules to the Financial Statements

Schedule 1: Expenses - Directly Incurred Detailed by Object

For the Year Ended March 31, 2001

	(in thousands)		
	2001		2000
	Budget	Actual	Actual
Voted:			
Grants			
Metis Settlements Funding	$ 7,987	$ 7,987	$ 8,770
Metis Settlements Transition Commission	1,074	859	2,078
Other	3,166	3,289	3,382
	12,227	12,135	14,230
Salaries, Wages and Employee Benefits	6,507	6,202	5,381
Supplies and Services			
Litigation and Third Party Claims Associated with Indian Land Claims	976	920	4,470
Support Service Agreements with Related Parties (a)	-	190	225
Miscellaneous	4,409	4,546	4,222
	5,385	5,656	8,917
Other	102	77	77
	$ 24,221	$ 24,070	$ 28,605
Statutory:			
Grants			
Metis Settlements Legislation	$ 10,000	$ 10,000	$ 10,000
Valuation Adjustments			
Provision for Vacation Pay	-	(36)	75
	$ 10,000	$ 9,964	$ 10,075

(a) The Ministry receives financial, payroll, human resource, and administrative services from the Department of Learning.

Schedule 2: Comparison of Expenses–Directly Incurred by Element to Authorized Budget

For the Year Ended March 31 2001

	(in thousands) 2000-2001		
	Estimates [a]	Actual [b]	Unexpended (Over Expended)
Voted Expenses			
International and Intergovernmental Relations			
1.0.1 Minister's Office	$ 300	$ 289	$ 11
1.0.2 Associate Minister's Office	290	290	-
1.0.3 Ministry Support Services	2,387	2,492	(105)
1.0.4 International Relations	1,648	1,718	(70)
1.0.5 Trade Policy	900	1,113	(213)
1.0.6 Canadian Intergovernmental Relations	1,512	1,455	57
1.0.7 Aboriginal Relations	7,100	6,724	376
	14,137	14,081	56
Metis Settlements Governance			
2.0.1 Metis Settlements Transition Commission	1,074	1,082	(8)
2.0.2 Metis Settlements Appeal Tribunal	1,023	920	103
2.0.3 Metis Settlements Funding	7,987	7,987	-
Total Voted Expenses	10,084	9,989	95
	$ 24,221	$ 24,070	$ 151
Statutory Expenses			
Metis Settlements Legislation	$ 10,000	$ 10,000	$ -
Provision for Vacation Pay	-	(36)	36
Total Statutory Expenses	$ 10,000	$ 9,964	$ 36

(a) Transfer of unexpended balances as a result of Order in Council 96/2001 has not been reflected in this schedule (Note 8).

(b) Includes achievement bonuses of $220,000.

Schedule 3: Salary and Benefits Disclosure

For the Year Ended March 31, 2001

	2001			2000
	Salary [1]	Benefits and Allowances [2]	Total	Total
Deputy Minister [3][4]	$ 163,658	$ 39,019	$ 202,677	$ 184,986
Executives				
Assistant Deputy Minister - International Relations [4]	113,588	36,236	149,824	133,467
Assistant Deputy Minister - Aboriginal Relations [5]	91,993	16,726	108,719	-
Executive Director - Canadian Intergovernmental Relations [4]	105,568	23,921	129,489	106,751
Executive Director - Trade Policy	105,580	19,158	124,738	116,392
Director - Ministry Support Services [6]	13,860	2,805	16,665	87,790

The presentation format has changed with prospective application from April 1, 2000. Under the new format the total salary and benefits relating to a position are disclosed. Comparatives have not been restated and show the salary and benefits of the last incumbent at March 31, 2000.

(1) Salary includes regular base pay, bonuses, overtime and lump sum payments.

(2) Benefits and allowances include the government's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, group life insurance, short and long term disability plans, WCB premiums, professional memberships and tuition fees.

(3) Automobile provided, no dollar amount included in benefits and allowance figures.

(4) Benefits and allowances include vacation payments to the Deputy Minister $5,184 (2000 - $0), the Assistant Deputy Minister, International Relations $10,071 (2000- $7,598) and the Executive Director, Canadian Intergovernmental Relations $3,606 (2000 - $0).

(5) Newly created position was filled June 1, 2000.

(6) Position vacant effective June 1, 2000 and was covered off by a contract resource not included in this figure.

(7) As a result of restructuring within the Ministry in 2001, the Executive Director of Aboriginal Relations and the Executive Director of Indian Land Claims are no longer in the Ministry's Senior Executive group.

Schedule 4: Related Party Transactions

For the Year Ended March 31, 2001

Related parties are those entities consolidated or accounted for on a modified equity basis in the Province of Alberta's financial statements. Related parties also include management in the Ministry.

The Ministry and its employees paid certain taxes and fees set by regulation for permits, licenses and other charges. These amounts were incurred in the normal course of business, reflect charges applicable to all users, and have been excluded from this Schedule.

The Ministry had the following transactions with related parties recorded at the amount of consideration agreed upon between the related parties.

	(in thousands) 2001	2000
Revenues		
Contributions from the Lottery Fund	$ -	$ 11,300
Expenses - Directly Incurred		
Supplies and services provided by other ministries	$ 115	$ 48

The above transactions do not include support service arrangement transactions disclosed in Schedule 1.

The Ministry also had the following transactions with related parties for which no consideration was exchanged. The amounts for these related party transactions are estimated based on costs incurred by the service provider to provide the service. These amounts are not recorded in the financial statements and are disclosed in Schedule 5.

	(in thousands) 2001	2000
Expenses - Incurred by Others		
Accommodation	$ 1,267	$ 1,302
Legal services	87	120
	$ 1,354	$ 1,422

Schedule 5: Allocated Costs

For the Year Ended March 31, 2001

	(in thousands) 2001					2000
		Expenses-Incurred by Others		Valuation Adjustments		
Program	Expenses	Accommodation Costs [(a)]	Legal Services	Vacation Pay	Total Expenses	Total Expenses
International and Intergovernmental Relations	$14,081	$ 1,055	$ 87	$ (36)	$15,187	$17,967
Metis Settlements Governance	9,989	212	—	—	10,201	12,135
Metis Settlements Legislation	10,000	—	—	—	10,000	10,000
	$34,070	$1,267	$ 87	$ (36)	$35,388	$40,102

(a) Expenses – Directly Incurred as per Statement of Operations, excluding valuation adjustments.

Intergovernmental / International Agreements

Effective Date	Title/Parties	Ministry Responsible
2000-2001	Amendment to the Canada-Alberta Co-operation Agreement on Health Services in French With the Government of Canada (Canadian Heritage)	Health and Wellness
02-01-2000	Agreement Development and Implementation of the Climate Change Central Technology Center Business Plan With Western Economic Diversification	Innovation and Science
04-01-2000 (re-instated)	Second Amendment of Agreement between Telecommunications Research Laboratories (TRLabs) and National Electronics and Computer Technology Center (NECTEC) With the National Electronics and Computer Technology Center (National Science and Technology Development Agency of Thailand)	Innovation and Science
04-01-2000	Research Services Agreement with the Saskatchewan Research Council on the Adaptability of Prairie Cities: The Role of Climate Change With the Saskatchewan Research Council	Environment
04-01-2000	A Memorandum of Agreement Respecting Federal Contributions to Youth Justice Services and Programs With the Government of Canada	Justice
04-01-2000	Letter of Approval relating to the Canada-France Agreement (CFA) Regarding Co-operation and Exchanges in the Museum Field With Canadian Advisory Committee of the Agreement (Canadian Heritage)	Community Development
04-01-2000	EXTECH IV – Athabasca Uranium Multidisciplinary Study (AUMS) With the Geological Survey of Canada	Resource Development
04-01-2000	Canada-Alberta Wildlife Crop Damage Compensation Companion Agreement With Agriculture and Agri-food Canada	Agriculture, Food and Rural Development
04-01-2000	Operational Document Related to the Canada-Alberta Crop Insurance Agreement With the Government of Canada	Agriculture, Food and Rural Development
04-01-2000	Contribution Agreement for the Prairie Adaptation Research Cooperative (PARC) project 40 With Natural Resources Canada – Geological Survey of Canada	Innovation and Science
04-01-2000	Memorandum of Agreement Cooperation in the Development of Native Plants for Reclamation and Habitat Restoration of the Eastern Slopes of the Alberta Rocky Mountains With Parks Canada	Innovation and Science

Effective Date	Title/Parties	Ministry Responsible
04-01-2000	Memorandum of Understanding for a Joint Program Collaboration and Co-Investment of R&D and Commercialization of Intelligent Systems With Precarn Associates Inc. (Government of Canada)	Innovation and Science
04-01-2000	Contribution Agreement: IRAP Technology Advisory Network With the Canadian Commercial Corporation/National Research Council of Canada (IRAP)	Innovation and Science
04-01-2000	Agreement to fund the Advisory Committee on Health Infostructure Strategic Planning Working Group 2000-2001 Fiscal Year With the Government of Canada (Health Canada)	Health and Wellness
04-01-2000	Agreement: Spatial Public Health iNformation eXchange (SPHINX) Pilot Project With the Government of Canada (Health Canada)	Health and Wellness
04-01-2000	Amending Agreement No. 1 – Spatial Public Health iNformation eXchange (SPHINX-APP)	Health and Wellness
04-06-2000	Drill Cuttings agreement With the Department of Natural Resources, Geological Survey of Canada, Institute of Sedimentary and Petroleum Geology	Resource Development
04-11-2000	Memorandum of Understanding with the Free State Gambling and Racing Board in South Africa	Alberta Gaming and Liquor Commission
04-15-2000	Lease Agreement between the federal Minister of Public Works and Government Services and the Alberta Gaming and Liquor Commission	Alberta Gaming and Liquor Commission
04-26-2000	Reciprocal Transfer Agreement between the Alberta Special Forces Pension Plan and the Board of Police Commissioners of the City of Regina	Treasury
05-01-2000	Grant Approval for the Ethnology Collections Reorganization Project With Canadian Heritage	Community Development
05-01-2000	Service Contract Jet A and Jet B Aviation Fuels with Written Reports on Test Results With the Government of the Northwest Territories	Innovation and Science
05-09-2000	A Protocol among the Department of Justice Canada, the Department of Justice Alberta, and the Sakaw-askiy (Woodlands) Child and Family Authority (Region 11) to undertake the development and implementation of community-based alternative justice programs	Justice

Effective Date	Title/Parties	Ministry Responsible
05-26-2000	Agreement on Staff Exchange Program between Alberta Economic Development and Alberta Agriculture, Food and Rural Development and the Department of Commerce and the State Department of Agriculture, Idaho, USA	Economic Development
05-26-2000	Cooperation Agreement between the government of the State of Idaho, US and the government of the Province of Alberta, Canada	International and Intergovernmental Relations
06-01-2000	Agreement to Support the Western Health Information Collaborative (WHIC) Secretariat With British Columbia, Manitoba, Saskatchewan, the Northwest Territories, Nunavut and the Yukon Territory	Health and Wellness
06-01-2000	Canadian Council of Ministers of the Environment (CCME) Canada-wide Standards for Particulate Matter (PM) and Ozone With provincial/territorial governments (excluding Quebec), and the federal government	Environment
06-06-2000	Canadian Council of Ministers of the Environment (CCME) Canada-wide Standards for Mercury Emissions (Base Metal Smelting and Incineration) With provincial/territorial governments (excluding Quebec), and the federal government	Environment
06-06-2000	Canadian Council of Ministers of the Environment (CCME) Canada-wide Standards for Benzine, Phase 1 With provincial/ territorial governments (excluding Quebec), and the federal government	Environment
06-14-2000	Research Support Agreement Integrated Management of Pulse Crop Diseases With Agriculture and Agri-Food Canada	Innovation and Science
06-16-2000	Memorandum of Understanding Canada-Alberta cooperation on International Business Development	Economic Development
06-20-2000	Memorandum of Understanding between Michigan Gaming Control Board and Alberta Gaming and Liquor Commission With the Michigan Gaming Control Board	Alberta Gaming and Liquor Commission
06-30-2000	Joint Venture Agreement Jet A and Jet B Aviation Fuels with Written Reports on Test Results With SISIR International PTE Ltd. (Singapore)	Innovation and Science
07-04-2000	Lease Agreement With the Canadian Mission in Beijing	Economic Development
07-07-2000	Canada-Alberta Agreement to Provide Enhancements to the coverage provided for under the Agricultural Income Disaster Assistance Program With Agriculture and Agri-food Canada	Agriculture, Food and Rural Development

Effective Date	Title/Parties	Ministry Responsible
07-07-2000	Federal-Provincial Agreement Establishing the Agricultural Income Disaster Assistance Program (Amending Agreement No. 1) With Agriculture and Agri-food Canada	Agriculture, Food and Rural Development
07-07-2000	Lease Agreement for AGLC Head Office between Alberta Gaming and Liquor Commission and Government Service of Canada	Infrastructure
07-07-2000	Twentieth Anniversary Proclamation of the Reaffirmation of Friendship and Affiliation between the Province of Alberta, Canada and the Prefecture of Hokkaido, Japan	International and Intergovernmental Relations
07-26-2000	Federal-Provincial Framework Agreement on Agricultural Risk Management	Agriculture Food and Rural Development
07-28-2000	Alberta/Saskatchewan Interprovincial Parks Memorandum of Understanding With Saskatchewan and Parks Canada	Environment
08-01-2000	Network Member Contribution Agreement (Amendment 1) Promotion of Technology by Canadian Firms via IRAP Program 2000/2001 With the National Research Council of Canada (IRAP)	Innovation and Science
08-10-2000	Memorandum of Understanding to Build an Ortho-Image Covering the Province of Alberta Using Landsat 7 Imagery	Environment
08-14-2000	Federal-Provincial Framework Agreement on Agricultural Risk Management With the Government of Canada, and all provinces	Agriculture, Food and Rural Development
08-17-2000	Memorandum of Understanding—Tobacco Markings With Canada Customs and Revenue Agency (CCRA); all provinces; Imperial Tobacco Limited; Rothmans, Benson & Hedges Inc.; JTI-MacDonald Corp.	Revenue
08-31-2000	Memorandum of Understanding for the purposes of collaboration and cooperation in the area of apprenticeship and industry training and training systems development With the Education Council for the Province of Neuquen, Argentina and the Subsecretariat of Labour for the Province of Neuquen, Argentina	Learning
09-01-2000	Memorandum of Understanding Between the Canadian Wheat Board and Agriculture Financial Services Corporation With the Canadian Wheat Board	Agriculture, Food and Rural Development
09-18-2000	Memorandum of Understanding Regarding the Oversight of the Canadian Venture Exchange Inc. With the Securities Commissions of British Columbia and Ontario	Treasury
09-25-2000	Research Agreement: The Development of An Intelligent System for Advanced Power System Dynamic Security Assessment With Powertech Labs Inc. (subsidiary of BC Hydro)	Innovation and Science

Effective Date	Title/Parties	Ministry Responsible
10-01-2000	Western Canada Lottery Supplemental Agreement With the Western Canada Lottery Corporation, Saskatchewan, Manitoba	Gaming
10-10-2000	Canada-Alberta Program Agreement on Transportation	Infrastructure
10-20-2000	Undertaking: Financial transfers to assist in funding health care services for the treatment of Hepatitis C With Health Canada	Health and Wellness
11-01-2000	Network Member Contribution Agreement (Amendment 2) Promotion of Technology by Canadian Firms via IRAP Program 2000/2001 With National Research Council of Canada (IRAP)	Innovation and Science
11-03-2000	Memorandum of Understanding related to the 1999 Federal-Provincial Agreement Establishing the Agriculture Income Disaster Assistance Program With the Farm Income Programs Directorate (FIPD)	Agriculture, Food and Rural Development
11-03-2000	Agriculture and Agri-food Canada - Agreement with Agriculture Financial Services Corporation relating to the Agriculture Income Disaster Assistance Program With Agriculture and Agri-food Canada	Agriculture, Food and Rural Development
11-03-2000	Processing of Agriculture Income Disaster Assistance (AIDA) top-up payments by Agriculture Financial Services Corporation (AFSC) to applicants under the Whole Farm Insurance Pilot Program (WFIP) of British Columbia With Agriculture and Agri-food Canada	Agriculture, Food and Rural Development
11-03-2000	Memorandum of Understanding Lanwa Cyclic Steam Stimulation Pilot Project in India With the Canadian Commercial Corporation (CCC)	Innovation and Science
11-15-2000	Reciprocal Agreement on Exchange of Information With the Idaho State Tax Commission	Treasury
11-21-2000	Delivery of GrassRoots Program in Alberta Agreement with Industry Canada	Learning
11-22-2000	Memorandum of Understanding Regarding the Oversight of the Canadian Venture Exchange Inc. With the Securities Commissions of British Columbia and Manitoba	Treasury
11-27-2000	Memorandum of Understanding on Joint Research Project With the Historical Museum of Hokkaido, Japan	Community Development
11-30-2000	Memorandum of Agreement on Federal Funding For Child-Centred Family Justice Services With the Government of Canada	Justice

Effective Date	Title/Parties	Ministry Responsible
12-01-2000	Child Welfare Agreement With Western Cree Tribal Council Child Welfare Agency and the Government of Canada	Children's Services
12-01-2000	Contribution of Particulate Matter (PM) Emitted from Inland Cement Operations to Edmonton Ambient Air With Environment Canada ñ Minerals & Metals Division	Innovation and Science
12-04-2000	Memorandum of Understanding on Scientific and Technological Cooperation With the Republic of Singapore – The Singapore National Science and Technology Board/The Singapore Productivity and Standards Board	Innovation and Science
01-01-2001	Agreement Syria, Land of Civilization Exhibit With the Musee de la Civilisation, Quebec	Community Development
01-01-2001	Agreement Syria, A Cradle of Civilization With Syria (The Ministry of Culture, the General Directorate of Antiquities and Museums in the Syrian Arab Republic)	Community Development
01-01-2001	Inno-Centre Alberta Business Development Services/Alberta Research Council With the National Research Council of Canada	Innovation and Science
01-10-2001	Korean Licensing Reciprocity Agreement With the Consulate General of the Republic of Korea, for the National Police Agency, Republic of Korea	Infrastructure
01-15-2001	Chile Education and Technology Transfer Agreement With the Government of Canada And the Government of Chile	Agriculture, Food and Rural Development
01-22-2001	Contract for Services Master Guide to the Warblers of Canada With Industry Canada	Community Development
01-30-2001	Cooperative Research on Materials Processing-Thermoplastic Pultrusion With National Research Council of Canada	Innovation and Science
02-01-2001	Letter of Agreement Birds of Canada Module With Canadian Museum of Nature	Community Development
02-01-2001	Edmonton 2001 World Championships in Athletics Multi-Party Agreement	Community Development
02-08-2001	Short Form Service Contract Secondary Particulate Prairie Region With Environment Canada	Innovation and Science
02-15-2001	Memorandum of Understanding between Land Administration Division and Geodetic Survey Division (Geomatics Canada) concerning Cooperative Programs related to the Maintenance and Delivery of the Canadian Spatial Reference System (CSRS)	Environment

Effective Date	Title/Parties	Ministry Responsible
02-21-2001	225L Production and DSP of a Microbial Product With the Saskatchewan Research Council (Saskatchewan)	Innovation and Science
03-01-2001	Agreement: Accelerate the Creation and Growth of New High-Tech Companies by disciplined Coaching Business Development Process With Western Economic Diversification	Innovation and Science
03-02-2001	Agreement: Provision of information to Statistics Canada to assist contacting immigrants for a Longitudinal Survey of Immigrants on the process of settling in Canada With the Government of Canada (Statistics Canada)	Health and Wellness
03-14-2001	Provision of Cisco Samples With Fisheries and Oceans Canada	Community Development
03-20-2001	Co-funding Agreement Particulate Emissions from Wood-Burning Fireplaces With Environment Canada – Minerals and Metals Division	Innovation and Science
03-26-2001	Railway Safety Inspection Services With Transport Canada	Transportation
03-27-2001	Memorandum of Intent Federal supplementary funding for income disaster assistance in the year 2000 With the Government of Canada	Agriculture Food and Rural Development
03-30-2001	Contribution Agreement Hepatitis C Lookback/Traceback Initiative With the Government of Canada (Health Canada)	Health and Wellness
03-31-2001	Canada-Alberta Cooperation Agreement on the Promotion of Official Languages	Community Development
04-01-2001 (signed 04-01-2000)	Memorandum of Understanding With Indian and Northern Affairs Canada	Municipal Affairs
05-01-2001 (signed 06-08-2000)	Memorandum of Agreement for the Canadian Real-Time Global Positioning System (GPS) Correction Distribution Service	Environment
05-01-2001 (signed 06-08-2000)	Agreement between Canadian Council on Geomatics (CCOG) partners including Natural Resources Canada, all provinces, Nunavut	Environment

List of Entities' Financial Information

In Ministry 200 -01 Annual Reports

Entities Included in the Consolidated Government Reporting Entity

Ministry, Department, Fund or Agency	Ministry Annual Report
Agriculture Financial Services Corporation	Agriculture, Food and Rural Development
Alberta Alcohol and Drug Abuse Commission	Health and Wellness
Alberta Dairy Control Board	Agriculture, Food and Rural Development
Alberta Energy and Utilities Board	Resource Development
Alberta Foundation for the Arts	Community Development
Alberta Gaming and Liquor Commission	Gaming
Alberta Government Telephones Commission, The	Treasury
Alberta Heritage Foundation for Medical Research Endowment Fund	Treasury
Alberta Heritage Savings Trust Fund	Treasury
Alberta Heritage Scholarship Fund	Treasury
Alberta Heritage Science and Engineering Research Endowment Fund	Treasury
Alberta Historical Resources Foundation, The	Community Development
Alberta Informatics Circle of Research Excellence Inc. (iCORE)	Innovation and Science
Alberta Insurance Council	Treasury
Alberta Municipal Financing Corporation	Treasury
Alberta Opportunity Company	Agriculture, Food and Rural Development
Alberta Pensions Administration Corporation	Treasury
Alberta Petroleum Marketing Commission	Resource Development
Alberta Research Council Inc.	Innovation and Science
Alberta Risk Management Fund	Treasury
Alberta School Foundation Fund	Learning
Alberta Science and Research Authority	Innovation and Science
Alberta Securities Commission	Treasury
Alberta Social Housing Corporation	Community Development
Alberta Sport, Recreation, Parks and Wildlife Foundation	Community Development
Alberta Treasury Branches	Treasury
ATB Investment Services Inc.	Treasury

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Child and Family Services Authorities:	Children's Services
Awasak Child and Family Services Authority	
Calgary Rocky View Child and Family Services Authority	
Child and Family Services Authority Region 13	
Child and Family Services Authority Region 14	
Diamond Willow Child and Family Services Authority	
Hearthstone Child and Family Services Authority	
Keystone Child and Family Services Authority	
Ma' Mowe Capital Region Child and Family Services Authority	
Metis Settlements Child and Family Services Authority	
Neegan Awas'sak Child and Family Services Authority	
Ribstone Child and Family Services Authority	
Sakaigun Asky Child and Family Services Authority	
Sakaw-Askiy Child and Family Services Authority	
Silver Birch Child and Family Services Authority	
Southeast Alberta Child and Family Services Authority	
Sun Country Child and Family Services Authority	
West Yellowhead Child and Family Services Authority	
Windsong Child and Family Services Authority	
Credit Union Deposit Guarantee Corporation	Treasury
Crop Reinsurance Fund of Alberta	Agriculture, Food and Rural Development
Department of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Department of Children's Services	Children's Services
Department of Community Development	Community Development
Department of Environment	Environment
Department of Gaming	Gaming
Department of Health and Wellness	Health and Wellness
Department of Innovation and Science	Innovation and Science
Department of Justice	Justice
Department of Learning	Learning
Department of Resource Development	Resource Development
Department of Treasury	Treasury
Environmental Protection and Enhancement Fund	Environment
Gainers Inc.	Treasury
Government House Foundation, The	Community Development
Historic Resources Fund	Community Development
Human Rights, Citizenship and Multiculturalism Education Fund	Community Development
Lottery Fund	Gaming
Ministry of Agriculture, Food and Rural Development	Agriculture, Food and Rural Development
Ministry of Children's Services	Children's Services
Ministry of Community Development	Community Development
Ministry of Economic Development	Economic Development
Ministry of Environment	Environment

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Ministry of Executive Council	Executive Council
Ministry of Gaming	Gaming
Ministry of Government Services	Govemment Services
Ministry of Health and Wellness	Health and Wellness
Ministry of Human Resources and Employment	Human Resources and Employment
Ministry of Infrastructure	Infrastructure
Ministry of Innovation and Science	Innovation and Science
Ministry of International and Intergovernmental Relations	International and Intergovernmental Relations
Ministry of Justice	Justice
Ministry of Learning	Learning
Ministry of Municipal Affairs	Municipal Affairs
Ministry of Resource Development	Resource Development
Ministry of Treasury	Treasury
N.A. Properties (1994) Ltd.	Treasury
Natural Resources Conservation Board	Environment
Persons with Developmental Disabilities Community Boards	
Calgary Community Board	Health and Wellness
Central Community Board	Health and Wellness
Edmonton Community Board	Health and Wellness
Northeast Community Board	Health and Wellness
Northwest Community Board	Health and Wellness
South Community Board	Health and Wellness
Persons with Developmental Disabilities Foundation	Health and Wellness
Persons with Developmental Disabilities Michener Centre Facility Board	Health and Wellness
Persons with Developmental Disabilities Provincial Board	Health and Wellness
S C Financial Ltd.	Treasury
Supplementary Retirement Plan Reserve Fund	Treasury
Victims of Crime Fund	Justice
Wild Rose Foundation, The	Community Development

Entities Not Included in the Consolidated Government Reporting Entity

Fund or Agency	Ministry Annual Report
Alberta Cancer Board	Health and Wellness
Alberta Foundation for Health Research	Innovation and Science
Alberta Heritage Foundation for Medical Research	Innovation and Science
Alberta Heritage Foundation for Science and Engineering Research	Treasury
Alberta Mental Health Board	Health and Wellness
Alberta Teachers' Retirement Fund Board	Learning
Improvement Districts' Trust Account	Municipal Affairs
Local Authorities Pension Plan	Treasury
Long-Term Disability Income Continuance Plan - Bargaining Unit	Human Resources and Employment
Long-Term Disability Income Continuance Plan - Management, Opted Out and Excluded	Human Resources and Employment
Management Employees Pension Plan	Treasury
Provincial Judges and Masters in Chambers Pension Plan	Treasury
Public Post Secondary Institutions	Learning
Public Service Management (Closed Membership) Pension Plan	Treasury
Public Service Pension Plan	Treasury
Regional Health Authorities	Health and Wellness
School Boards	Learning
Special Areas Trust Account, The	Municipal Affairs
Special Forces Pension Plan	Treasury
Supplementary Retirement Plan for Public Service Managers	Treasury
Universities Academic Pension Plan	Treasury
Workers' Compensation Board	Human Resources and Employment